

# Kurzprofil Claudius Lyn

## Senior Project Manager | Interim Manager

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für Projektleitung, -planung & -steuerung mit fachlicher Teamleitung von mittelgroßen bis großen Projekten & Projektteams



### Zur Person:

Vor-/Name: Claudius Lyn  
Straße: Karl-Spengler-Straße 4  
PLZ/Ort: 80339 München, Deutschland  
Telefon: +49 (0)89 / 504802  
e-Mail: claudius.lyn@gmx.net  
Geburtsdatum: 18. September 1960, München  
Nationalität: deutsch  
Studium: Diplom-Mathematiker  
Sprachen: Englisch, Französisch und Spanisch in Wort u. Schrift

### Fokussierung:

Aufgaben: Senior Project Manager (IPMA Level B), Interim Manager  
Transformations-Prozesse, Projektneustrukturierung, Projekt-Turnaround und Digitalisierung

Segmente: Banken, Pharma, Industrie, Behörden, Handel, Medien  
Große Konzernprojekte im internationalen Umfeld  
(u.a. Fusionen, Post Merger Integration, Carve Out, Outsourcing)

## Schwerpunkte und Kernkompetenzen:

- Programm Manager und Projekt Manager von nat./int. Großprojekten
- Teamleiter von nationalen/internationalen Projektteams (fachliche und disziplinarische Führung bis zu 120MA)
- Projektgrößen bis zu 20.000 Manntagen und 300 Millionen € Projektbudget
- Projekt Management Methoden: agile u. klassisch sowie kombinierter Methodik
- Profundes IT-Fachwissen aus 25 Jahren Erfahrung (Details siehe unten) sowie regulatorischen Vorgaben, Compliance & Governance
- Exzellentes Stakeholder Management in komplexen Projektumfeld (zielgruppenorientiert intern u. extern)
- Know-how und interkulturelle Kompetenz aus internationalen Großprojekten
- Führungserfahrung/-wille gepaart mit Teamplayer-Mentalität
- Senior Executive mit ausgeprägter Hands-on-Mentalität

## Projektmanagementkompetenzen:

- GPM/IPMA, Hermes, V-Modell, V-Modell XT, PRINCE2, ITIL, Agile, Scrum, Kanban, COBIT, Prozessberatung, SAP Activate
- Zertifizierungen: GPM/IPMA Level B (Senior Project Manager), COBIT

## IT-Kompetenzen:

High Level: Big Data, Business Intelligence (BI), Cloud Computing, CRM, Data-Warehousing, Datenbanken, Information Management (IM), Process Mining/ Business Process Management, ERP, ESG, GRC, LIMS, Digitalisierung, Blockchain

Detail Level: Alphabethischer Auszug zu Erfahrung mit Anwendungen/Programmen in den obigen Anwendungsthemen (siehe auch separate Gesamtprojektliste): Betriebssysteme (AIX, HP-UX, Linux, MUNIX, Solaris, SunOS, Windows, VMS u. a.), Big Data (Hadoop), CRM (SAP CRM, Siebel, Microsoft Dynamics CRM), Datenbanken (DB/2, Informix, Ingres, Oracle, Sybase, Teradata u. a.), DWH, ERP, ETL, Geldwäsche, Gensequenzierung (Sequenom), Handelssysteme, RPA (Celonis), Programmiersprachen (ABAP, Ada, APL, BASIC, C, C++, COBOL, CYBIL, FORTH, FORTRAN, JavaScript, Pascal, PL/SQL, PQL, Prolog, SQL, T-SQL u. a.), Projektplanung (MS Project, SAP PS, IBM DOORS, CA Clarity u.a.), Reporting, Salesforce, SAP (SAP C4/HANA, SAP-Industrielösungen (IS-AD, IS-Banking, IS-DFPS, IS-H, IS-MP, IS-OIL, IP-PS, IS-R, IS-T, IS-U, SRM, PLM, SCM), SAP S/4HANA, SAP SuccessFactors)

## Sonstiges:

Sprachen: Deutsch (Muttersprache)  
Englisch (verhandlungssicher in Wort und Schrift)  
Französisch (sehr gute Kenntnisse)  
Spanisch (sehr gute Kenntnisse)

Einsatzort: Weltweit

## **Projektbeispiele (Auszug aus der separaten Gesamtprojektliste)**

### Beispiel 1:

- Branche: Software, DAX-Konzern (SAP)  
Rolle: Projektmanager  
Projektziele: Aufbau einer profitablen Self-Service-Cloud-Umgebung.  
Projektaufgabe: Gesamtzuständigkeit für Projektfortschritt und Kundenübergabe bei Private Clouds. Sicherstellung der Kundenzufriedenheit. Anstreben von Wettbewerbsvorteilen. Flexibilisierung operativer Abläufe. Auswahl und Steuerung externer Dienstleister und Zulieferer. Aufbau eines PMO und einer permanenten Betriebsstruktur.  
Projektgröße: Zuständigkeit für 100 Projektmitarbeiter, Gesamtvolumen im 8-stelligen Bereich.  
Projektdauer: 15 Monate

### Beispiel 2:

- Branche: Sehr großer Pharma-Konzern (GlaxoSmithKline)  
Rolle: Projektmanager  
Projektziele: Auflösung eines Joint Ventures (GRC).  
Projektaufgabe: Qualifizierte Auftrennung des gemeinsamen Datenbestandes unter Berücksichtigung pharmaregulatorischer und juristischer Anforderungen. Beschreitung von Neuland, da keine Vorgehensweise bekannt.  
Projektgröße: Zuständigkeit für 10 Projektmitarbeiter.  
Projektdauer: 9 Monate

### Beispiel 3:

- Branche: Industrie, Dax-Konzern (Linde)  
Rolle: Projektmanager  
Projektziele: Fusionsbegleitende Einführung einer Konzernbilanzierungs- und Planungsanwendung.  
Projektaufgabe: Strategische Schnittstelle auf globaler und lokaler operativer Ebene. Sicherstellung der Transformation und der Projektergebnisse. Abstimmung der beteiligten Konzernabteilungen, Geschäftsbereiche und Vertragspartner. Steuerung externer Dienstleister. Aufbau einer permanenten Betriebsstruktur.  
Projektgröße: Zuständigkeit für 120 Projektmitarbeiter, 9-stelliges Budget.  
Projektdauer: 18 Monate

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### Senior Project Manager | Interim Manager

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### **Schwerpunkte u. Kernkompetenzen:**

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- Zertifizierungen: GPM/IPMA Level B (Senior Project Manager), COBIT

### **IT-Kompetenzen:**

High Level: Big Data, Business Intelligence (BI), Cloud Computing, CRM, Data-Warehousing, Datenbanken, Information Management (IM), Process Mining/ Business Process Management, ERP, ESG, GRC, LIMS, Digitalisierung, Blockchain

Detail Level: Alphabetischer Auszug zu Erfahrung mit Anwendungen/Programmen in den obigen Anwendungsthemen (siehe auch separate Gesamtprojektliste): Betriebssysteme (AIX, HP-UX, Linux, MUNIX, Solaris, SunOS, Windows, VMS u. a.), Big Data (Hadoop), CRM (SAP CRM, Siebel, Microsoft Dynamics CRM), Datenbanken (DB/2, Informix, Ingres, Oracle, Sybase, Teradata u. a.), DWH, ERP, ETL, Geldwäsche, Gensequenzierung (Sequenom), Handelssysteme, RPA (Celonis), Programmiersprachen (ABAP, Ada, APL, BASIC, C, C++, COBOL, CYBIL, FORTH, FORTRAN, JavaScript, Pascal, PL/SQL, PQL, Prolog, SQL, T-SQL u. a.), Projektplanung (MS Project, SAP PS, IBM DOORS, CA Clarity u.a.), Reporting, Salesforce, SAP (SAP C4/HANA, SAP-Industrielösungen (IS-AD, IS-Banking, IS-DFPS, IS-H, IS-MP, IS-OIL, IP-PS, IS-R, IS-T, IS-U, SRM, PLM, SCM), SAP S/4HANA, SAP SuccessFactors)

Sonstiges:

Sprachen: Deutsch (Muttersprache)  
Englisch (verhandlungssicher in Wort und Schrift)  
Französisch (sehr gute Kenntnisse)  
Spanisch (sehr gute Kenntnisse)

Einsatzort: Weltweit

## Gesamtprojektliste Senior Project Manager | Interim Manager

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für Projektleitung, -planung & -steuerung mit fachlicher Teamleitung von mittelgroßen bis großen Projekten & Projektteams

**Branche:** Nahrungsmittelindustrie    **Aufgaben:** Einführung einer cloudbasierten CRM-Anwendung, Steuerung externer Dienstleister

**Umsatz/Mitarbeiter:**  
2.516 Mio € / 4.890

**Teilprozesse:** Auftragsklärung, Rollenklärung, Konsolidierung der Kundenanforderungen, Aktivitätenplanung, Statusberichte, Fortschrittsverfolgung, Stakeholdergespräche, Risikoanalyse, Komplexitätsreduzierung, Maßnahmendefinition

**Laufzeit:** 07/2021 - 10/2021

**Rolle:** Projektmanager

**Hintergrund:** Cloud computing (Azure), Infrastructure as a Service (IaaS), Customer Relationship Management (CRM), Fusion/Übernahme (Mergers & Aquisitions), Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Cutoverplanung, Anwenderschulung, Berechtigungskonzept

**Projektsprache:** Englisch, deutsch, französisch

**Software:** MS Sharepoint, MS Project, MS Teams, SAP C4C

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**Branche:** Energieversorgung    **Aufgaben:** Einführung einer basiskonfigurierten, cloudbasierten MS Dynamics-Anwendung, Steuerung externer Dienstleister

**Umsatz/Mitarbeiter:** 35 Mio € / 50

**Teilprozesse:** Auftragsklärung, Rollenklärung, Konsolidierung der Kundenanforderungen, Aktivitätenplanung, Statusberichte, Fortschrittsverfolgung, Stakeholdergespräche, Risikoanalyse, Komplexitätsreduzierung, Maßnahmendefinition

**Laufzeit:** 12/2020 - 06/2021

**Rolle:** Projektmanager

**Hintergrund:** Cloud computing (Azure), Infrastructure as a Service (IaaS), Robotic Process Automation (RPA), Customer Relationship Management (CRM), Fusion/Übernahme (Mergers & Aquisitions), Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Cutoverplanung, Berechtigungskonzept

**Projektsprache:** Englisch, deutsch

**Software:** MS Dynamics, MS Sharepoint, MS Project, MS Teams

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**Branche:** Industrie    **Aufgaben:** Schärfung des Zielbildes, Neustrukturierung der BI-Organisation zur effektiven Gestaltung und Umsetzung von BI-Projekten, Einführung eines neuen konzernweiten Kennzahlenkatakogs, Identifizierung und Bündelung von BI-Demands / -Projekten, Prozessrestrukturierung, Neustrukturierung eines BI-Steuerungsboards, Klärung von organisatorischen / prozessualen Fragen, BI-Projektauswahl und -umsetzung, Auswahl und Steuerung externer Dienstleister

**Umsatz/Mitarbeiter:**  
41.996 Mio € / 16.2372

**Teilprozesse:** Auftragsklärung, Rollenklärung, Konsolidierung der Fachabteilungsanforderungen, Bedarfsanalyse, Erstellung von Ausschreibungsunterlagen - Requests for Proposal (RfP) und Leistungsbeschreibungen, Lieferantvalidierung, Transitionsplanung, Aktivitätenplanung, Ressourcenplanung, Statusverfolgung, Statusberichte, Stakeholdergespräche, Change Management, Änderungsmanagemen, Veränderungsmanagement, Schwachstellenanalyse, Risikoanalyse, Komplexitätsreduzierung, Maßnahmendefinition, Verbesserungsmanagement

**Laufzeit:** 02/2019 - 12/2019

**Rolle:** Multiprojektmanager (Interim), Programm-Manager (Interim)

**Hintergrund:** Cloud computing (AWS, Azure, DXC), Spezifikation der Cloud-Architektur, 3rd party clouds, Infrastructure as a Service (IaaS), Platform as a

**Projektsprache:** Deutsch, englisch, französisch

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Service (PaaS), Software as a Service (SaaS), Data Warehouse (DWH), Business Intelligence (BI), ETL, Datenqualität, Process Mining, Robotic Process Automation (RPA), Compliance, Governance, Bilanzierungsrichtlinien, HGB, IFRS, Regularienabstimmung, Migration, Rechenzentrumsumzug, Outsourcing, SAP Activate, ITIL, PRINCE2, IPMA, Ausgliederung (Carve-Out), Anforderungsmanagement, Infrastrukturmanagement, Rolloutmanagement, BW4/HANA2-Einführung

**Software:** Jedox, Microstrategy, MS Power BI, Celonis, GraphLAB, Jedox, Microstrategy, MS Sharepoint, MS Project, SAP BW/4HANA2, SAP ERP, SAP Solution Manager

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**Branche:** Bank

**Umsatz/Mitarbeiter:**

463.640 Mio € / 47.518

**Laufzeit:** 02/2018 - 01/2019

**Rolle:** Projektmanager

**Projektsprache:** Englisch, deutsch

**Aufgaben:** Planung der Zusammenführung von Kundendaten in ein zentrales System unter Berücksichtigung der DSGVO und optimierter Geschäftsprozesse.

**Teilprozesse:** Auftragsklärung, Rollenklärung, Transitionsplanung, Aufwandschätzung, Ablaufplanung, Statusüberwachung, Statusberichte, Fortschrittsverfolgung, Stakeholdergespräche, Risikoanalyse

**Hintergrund:** Data Warehouse (DWH), Business Intelligence (BI), ETL, Datenqualität, Customer Relationship Management (CRM), Compliance, Governance, Bilanzierungsrichtlinien, HGB, IFRS, Regularienabstimmung, Meldewesen, MaRisk, MIFID II, MiFIR, BDSG, DSGVO/GDPR, Betrugserkennung, Geldwäsche, BAIT, Migration, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Architekturauswahl, Anwendungsdesign, Datenmodellierung, Technische Spezifikation

**Software:** Confluence, DB/2, JIRA, MS Sharepoint, MS Project, Oracle, Tonbeller

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**Branche:** Industrie

**Umsatz/Mitarbeiter:**

20.100 Mio € / 52.450

**Laufzeit:** 07/2017 - 01/2018

**Rolle:** Projektmanager

**Projektsprache:** Deutsch, englisch

**Aufgaben:** Planung einer Cloud-Migration im Zuge eines Service Provider-Wechsels, Verhandlungen mit Dienstleistern, Abstimmung mit Anwendungsverantwortlichen, Steuerung externer Dienstleister

**Teilprozesse:** Auftragsklärung, Rollenklärung, Identifizierung und Klassifizierung kritischer Systeme, Transitionsplanung, Move Management, Ablaufplanung, Stakeholdergespräche, Risikoanalyse

**Hintergrund:** Cloud Computing (AWS, Azure, GCP), Spezifikation der Cloud-Architektur, Big Data (Massendaten), Data Warehouse (DWH), Business Intelligence (BI), Datenqualität, Content Management-Systeme (CMS), Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Compliance, Regularienabstimmung, Meldewesen, CHEP, Migration, Rechenzentrumsumzug, Outsourcing, Nearshoring, SAP Activate, ITIL, PRINCE2, IPMA, Agile Vorgehensmodelle (Scrum, Kanban), Sicherstellung der Schnittstellen zu den on-premise-Systemen, Umstellung von IPv4 auf IPv6, Änderung der unternehmensweiten Berechtigungsstruktur, Virtualisierung von on-premise-Anwendungen, Anforderungsmanagement, Cutoverplanung, Systemanalyse

**Software:** Alfabet, EAM, Clarity, Confluence, JIRA, MS Dynamics CRM, MS Sharepoint, MS Project, MS Teams, Oracle, Salesforce, SAP Ariba, SAP BI, SAP BO, SAP BW, SAP Concur, SAP CRM, SAP ERP, SAP Fieldglass, SAP HANA, SAP S/4HANA, SAP HCM, SAP Hybris, SAP SCM, SAP SuccessFactors, ServiceNow, SQL, SQL Server, Topas

**Branche:** Versicherung

**Umsatz/Mitarbeiter:**  
15.970 Mio € / 3.044

**Laufzeit:** 06/2017 - 06/2017

**Rolle:** Multiprojektmanager

**Projektsprache:** Deutsch

**Aufgaben:** Vorbereitung einer Multiprojektleitung mit mehreren Teilprojekten. Wegen Nichteinhaltung einer internen Budgetzusage kam das Projekt nicht in der geplanten Form zustande. Auf Wunsch wird gerne eine schriftliche Referenz nachgereicht.

**Teilprozesse:** Konsolidierung der Fachabteilungsanforderungen und der Teilprojektaktivitäten, Transitionsplanung, Statusberichte, Stakeholdergespräche, Risikoanalyse

**Hintergrund:** Datenqualität, Compliance, Governance, Bilanzierungsrichtlinien, HGB, IFRS, ITIL, PRINCE2, IPMA, Agile Vorgehensmodelle (Scrum, Kanban), Anforderungsevaluierung

**Software:** Confluence, JIRA, MS Sharepoint, MS Project, SAP ERP, SQL Server

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**Branche:** Bank

**Umsatz/Mitarbeiter:**  
162.558 Mio € / 4890

**Laufzeit:** 10/2016 - 05/2017

**Rolle:** Projektmanager

**Projektsprache:** Deutsch

**Aufgaben:** Umsetzung neuer Datenaufbewahrungsrichtlinien im Zuge der Ablösung des Bundesdatenschutzgesetzes durch eine europäische Verordnung, Projektrestrukturierung, Identifizierung der Anwendungs- und Systemverantwortlichen, Vorbereitung von Risikobetrachtungen, Aufdeckung und Berücksichtigung von Abhängigkeiten zu BCBS 239, Meldewesen, Betrugserkennung und Geldwäsche, Steuerung externer Dienstleister, Projektplanung, Projektüberwachung, Stakeholdermanagement, Qualitätsmanagement, Risikomanagement, Prozessstrukturierung

**Teilprozesse:** Auftragsklärung, Rollenklärung, Fachprozessänderungen im Hinblick auf Rechtskonformität, Interpretation juristischer Gutachten, Mediation, Aktivitätenplanung, Ressourcenplanung, Statusüberwachung, Statusberichte, Stakeholdergespräche, Stakeholdervereinbarungen, Risikoanalyse

**Hintergrund:** Cloud Computing (AWS, Azure, GCP), Spezifikation der Cloud-Architektur, Big Data (Massendaten), Data Warehouse (DWH), Business Intelligence (BI), Datenqualität, Process Mining, Robotic Process Automation (RPA), Enterprise Resource Planning (ERP), Know Your Customer (KYC), Customer Relationship Management (CRM), Compliance, Governance, Bilanzierungsrichtlinien, HGB, IFRS, Regularienabstimmung, Meldewesen, Core Banking, Basel II, Basel III, MaRisk, BCBS 239, MIFID I, MIFID II, MiFIR, BDSG, DSGVO/GDPR, Betrugserkennung, Geldwäsche, Robinson-Liste, BAIT, SAP Activate, Agile Vorgehensmodelle (Scrum, Kanban), Definition und Implementierung einer REST-Schnittstelle, Implementierungen von Löscregeln und Aufbewahrungsfristen, Archivsysteme

**Software:** Ansible, Celonis, Clarity, Confluence, Exadata, FitNesse, Hadoop, Jenkins, JIRA, Kafka, Kordoba, Maven, MS Sharepoint, MS Project, Oracle, SAP Concur, SAP CRM, SAP ERP, SAP Fieldglass, SAP HANA, SAP S/4HANA, SAP IS-Banking, ServiceNow, Smaragd, Sonar, Swagger, TurnFriendly

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**Branche:** Investmentbank  
**Umsatz/Mitarbeiter:** 1.590.546 Mio € / 99.744  
**Laufzeit:** 08/2016 - 09/2016  
**Rolle:** Turnaround-Manager (Interim)  
**Projektsprache:** Englisch

**Aufgaben:** Projektanierung, Projektrestrukturierung, Verbesserung der Kommunikation zum Business, Schwachstellenanalyse, Leitung von 6 Mitarbeitern, Steuerung externer Dienstleister, Aufbau eines PMO, Migrationsplanung, Projektplanung, Projektüberwachung, Stakeholdermanagement, Qualitätsmanagement, Risikomanagement, Change Management

**Teilprozesse:** Auftragsklärung, Rollenklärung, Lieferantvalidierung, Move Management, Mediation, Statusüberwachung, Statusberichte, Stakeholdergespräche, Stakeholdervereinbarungen, Lenkungsausschussteilnahme

**Hintergrund:** Big Data (Massendaten), Data Warehouse (DWH), Business Intelligence (BI), Datenqualität, Enterprise Resource Planning (ERP), Know Your Customer (KYC), Customer Relationship Management (CRM), Compliance, Governance, Bilanzierungsrichtlinien, HGB, IFRS, Regularienabstimmung, Meldewesen, Basel II, Basel III, MaRisk, BCBS 239, MIFID I, MIFID II, MiFIR, Billing, Leasing, BDSG, Offshoring, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Anforderungsmanagement, Cutoverplanung, Systemanalyse

**Software:** Clarity, HP ALM, MS Dynamics CRM, MS Sharepoint, MS Project, Oracle, ORMB, SQL, SQL Server

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**Branche:** IT-Dienstleistungen/Bank  
**Umsatz/Mitarbeiter:** 12.011.570 Mio € / 5.588  
**Laufzeit:** 06/2016 - 07/2016  
**Rolle:** Business Analyst  
**Projektsprache:** Deutsch

**Aufgaben:** Erstellung eines Dienstleistungsangebotes für ein Bieterverfahren, eines Lösungsdokuments und eines Liefermodells pro Anwendung, Stakeholdermanagement

**Teilprozesse:** Evaluierung, Bewertung und Kritikalitätseinstufung pro vorhandener Bankanwendung, Transitionsplanung, Stakeholdergespräche

**Hintergrund:** Predictive Maintenance (proaktive Wartung), Data Warehouse (DWH), Business Intelligence (BI), Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Governance, Regularienabstimmung, Meldewesen, Basel II, Basel III, MaRisk, BCBS 239, MIFID I, MIFID II, MiFIR, Billing, BDSG, DSGVO/GDPR, Rechenzentrumsumzug, Nearshoring, SAP Activate, Anforderungsevaluierung, Softwareanalyse, Systemanalyse

**Software:** Hadoop, Informatica, Oracle, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP HANA, SAP S/4HANA, SAP IS-Banking, SAS, TREX

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**Branche:** Behörde  
**Mitarbeiter:** 850  
**Laufzeit:** 09/2015 - 05/2016  
**Rolle:** Projektmanager  
**Projektsprache:** Deutsch, französisch, englisch

**Aufgaben:** Strukturierung und Einführung einer Digital Asset Management-Lösung (DAM), Anwenderschulung, Projektplanung, Projektsteuerung, Stakeholdermanagement

**Teilprozesse:** Transitionsplanung, Aktivitätenplanung, Ressourcenplanung, Statusberichte, Fortschrittsverfolgung, Stakeholdergespräche

**Hintergrund:** Business Intelligence (BI), Content Management-Systeme (CMS), Customer Relationship Management (CRM), Governance, Hermes, Softwareeinführung, Deploymentplanung, Cutoverplanung, Rolloutplanung, Anwenderschulung, Systemanalyse

**Software:** Celum, MS Dynamics CRM, MS Sharepoint, MS Project, MS Power BI, SQL Server

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**Branche:** Pharma

**Umsatz/Mitarbeiter:**  
47.500 Mio € / 88.500

**Laufzeit:** 05/2014 - 08/2015

**Rolle:** Business Analyst

**Projektsprache:** Englisch, deutsch

**Aufgaben:** Prüfung auf Standards und deren Einhaltung und Übereinstimmung mit behördlichen Anforderungen, Aufstellung von Governance-Regeln, Governance-Prozessmanagement, Stakeholdermanagement, Qualitätsmanagement, Risikomanagement, Prozessstrukturierung, Change Management

**Teilprozesse:** Auftragsklärung, Rollenklärung, Lieferantvalidierung, Aufwandschätzung, Kostenschätzung, Aktivitätenplanung, Ressourcenplanung, Statusberichte, Stakeholdergespräche

**Hintergrund:** Cloud Computing (AWS, Azure), Spezifikation der Cloud-Architektur, Big Data (Massendaten), Data Warehouse (DWH), Business Intelligence (BI), Enterprise Application Management (EAM), Enterprise Resource Planning (ERP), Know Your Customer (KYC), Customer Relationship Management (CRM), Customer Lifecycle Management (CLM), Governance, Regularienabstimmung, 21 CFR Part 10, 21 CFR Part 11, Computer Systems Validation (CSV), GAMP5, ISO 62304, LIMS, GxP, Migration, Outsourcing, Offshoring, ITIL, PRINCE2, IPMA, Agile Vorgehensmodelle (Scrum, Kanban), BPMN, Anforderungsevaluierung, Anforderungsmanagement, Softwareevaluierung, Softwareintegration, Infrastrukturplanung, Deploymentplanung, Cutoverplanung, Rolloutplanung, Customizing-Templates, BC Sets, switch framework, EHPs, Business Functions, Business Function Sets

**Software:** Clarity, DOORS, HP ALM, JIRA, MS Dynamics CRM, MS Sharepoint, Oracle, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP HANA,, SAP S/4HANA, SAP HCM, SAP Hybris, SAP PLM, SAP SCM, SAP SRM, SAP SuccessFactors, SQL

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**Branche:** IT-Dienstleistungen

**Umsatz/Mitarbeiter:**  
242 Mio € / 967

**Laufzeit:** 10/2013 - 04/2014

**Rolle:** Projektmanager

**Projektsprache:** Deutsch

**Aufgaben:** Strukturierung und operative Steuerung einer Migration zwischen verschiedenen Servern, Hypervisoren, Betriebssystemen, Datenbanken, Rechenzentren und Städten, Leitung von 15 Mitarbeitern, Steuerung externer Dienstleister, Move Management, Migrationsplanung, Projektplanung, Projektsteuerung, Stakeholdermanagement, Qualitätsmanagement, Risikomanagement

**Teilprozesse:** Lieferantvalidierung, Move Management, Aufwandschätzung, Kostenschätzung, Aktivitätenplanung, Ressourcenplanung, Einsatzmittelplanung, Earned Value-Analyse, Projektkostenanalyse, Statusüberwachung, Statusberichte, Fortschrittsverfolgung, Earned Value Management, Projektkostenrechnung, Stakeholdergespräche, Stakeholdervereinbarungen, Lenkungsausschussteilnahme, Projektmarketing, Change Request-Management

**Hintergrund:** Cloud Computing (AWS, GCP), Spezifikation der Cloud-Architektur, Data Warehouse (DWH), Business Intelligence (BI), Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Governance, Regularienabstimmung, Migration, Rechenzentrumsumzug, Outsourcing, ITIL, PRINCE2, IPMA, Restrukturierung, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Erstellung eines Mengengerüsts, Infrastrukturplanung, Deploymentplanung, Cutoverplanung, Rolloutplanung, migmon, Migrationsdesign

**Software:** Confluence, DB/2, JIRA, MS Sharepoint, MS Project, MS Lync, Oracle, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP HANA, SAP IS-Banking, SQL, TREX

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**Branche:** Softwarehersteller

**Umsatz/Mitarbeiter:**

39.000 Mio € / 66.000

**Laufzeit:** 06/2012 - 09/2013

**Rolle:** Multiprojektmanager  
(Interim), Programm-Manager  
(Interim)

**Projektsprache:** Englisch, deutsch,  
spanisch, französisch

**Aufgaben:** Neustrukturierung und operative Steuerung einer profitablen Self-Service-Cloud-Umgebung. Strategische Schnittstelle auf globaler Ebene. Gesamtzuständigkeit für Projektfortschritt und Kundenübergabe bei Private Clouds. Sicherstellung der Kundenzufriedenheit. Anstreben von Wettbewerbsvorteilen. Flexibilisierung operativer Abläufe. Leitung von 100 internationalen Projektmitarbeitern weltweit, Auswahl und Steuerung externer Dienstleister und Zulieferer, Aufbau eines PMO, Neustrukturierung einer permanenten Betriebsstruktur, Prozessrestrukturierung

**Teilprozesse:** Auftragsklärung, Rollenklärung, Erstellung von Ausschreibungsunterlagen - Requests for Proposal (RfP) und Leistungsbeschreibungen, Lieferantvalidierung, Produktvalidierung, Gestaltung von Serviceübernahmeprozessen, Mediation, Aufwandschätzung, Kostenschätzung, Aktivitätenplanung, Ressourcenplanung, Statusverfolgung, Statusüberwachung, Statusberichte, Fortschrittsverfolgung, Projektcontrolling, Earned Value Management, Projektkostenrechnung, Stakeholdergespräche, Stakeholdervereinbarungen, Stakeholderkommunikation, Lenkungsausschussteilnahme, Projektmarketing, Service Delivery Management, SLA-Management, Change Request-Management, Nachforderungsmanagement, Claim Management, Wissensmanagement

**Hintergrund:** Cloud computing, Spezifikation der Cloud-Architektur, Cloud Templates, Solution Cluster, public cloud, private cloud, 3rd party clouds, Big Data (Massendaten), Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS), Predictive Maintenance (proaktive Wartung), Data Warehouse (DWH), Business Intelligence (BI), Enterprise Application Management (EAM), Enterprise Resource Planning (ERP), Know Your Customer (KYC), Customer Relationship Management (CRM), Customer Lifecycle Management (CLM), predictive analysis, Compliance, Governance, Bilanzierungsrichtlinien, HGB, IFRS, Migration, Outsourcing, Offshoring, ITIL, PRINCE2, IPMA, Agile Vorgehensmodelle (Scrum, Kanban), BPMN, Fusion/Übernahme (Merger), Ausgliederung (Carve-Out), Restrukturierung, Post Merger Integration, Post Merger Transformation, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Anforderungsevaluierung, Anforderungsmanagement, Softwareevaluierung, Softwareeinführung, Softwareintegration, Infrastrukturplanung, Architekturmanagement, Architekturvereinfachung, Architekturoptimierung, Deploymentplanung, Cutoverplanung, Rolloutplanung

**Software:** Confluence, DB/2, JIRA, MS Sharepoint, MS Project, MS Lync, Oracle, SAP Ariba, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP GRC, SAP HANA, SAP HCM, SAP Hybris, SAP IS-A, SAP IS-AD, SAP IS-Banking, SAP IS-DFPS, SAP IS-FS, SAP IS-H, SAP IS-MP, SAP IS-OIL, SAP IS-PS, SAP IS-RE, SAP IS-T, SAP IS-U, SAP PLM, SAP SCM, SAP Solution Manager, SAP SRM, SAP SuccessFactors, SQL, TREX

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**Branche:** Bank

**Umsatz/Mitarbeiter:**

20.000 Mio € / 1.000

**Laufzeit:** 01/2012 - 05/2012

**Rolle:** Projektmanager

**Projektsprache:** Deutsch, englisch

**Aufgaben:** Ablösung einer Altlösung durch Aufbau eines neuen Data Warehouse mit erweitertem Funktionsumfang. Stakeholdermanagement, Qualitätsmanagement, Risikomanagement, Prozessstrukturierung

**Teilprozesse:** Stakeholdergespräche, Change Request-Management

**Hintergrund:** Data Warehouse (DWH), Business Intelligence (BI), ETL, Datenqualität, Customer Relationship Management (CRM), Analytisches CRM, Operatives CRM, Kundensegmentierung, Scoring, Remarketing, Kundenwertberechnung, Kundenpotenzialanalyse, Kundensegmentierung, Compliance, Governance,

Bilanzierungsrichtlinien, HGB, IFRS, Regularienabstimmung, Basel II, Basel III, MaRisk, Outsourcing, ITIL, PRINCE2, IPMA, BPMN, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Erstellung komplexer ETL-Strecken (Mappings) und SAP-Anbindungen, Troubleshooting, Softwareintegration, Infrastrukturplanung, Deploymentplanung

**Software:** Confluence, Informatica, JIRA, MS Sharepoint, MS Project, Oracle, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SQL

**Branche:** Groß- und Einzelhandel

**Aufgaben:** Vorbereitung von Servermigrationen, Migrationsplanung, Projektplanung, Stakeholdermanagement

**Umsatz/Mitarbeiter:**

41.300 Mio € / 306.000

**Teilprozesse:** SLA-Management, Change Request-Management

**Laufzeit:** 11/2011 - 12/2011

**Hintergrund:** Cloud computing, Spezifikation der Cloud-Architektur, Data Warehouse (DWH), Business Intelligence (BI), Enterprise Resource Planning (ERP), Know Your Customer (KYC), Customer Relationship Management (CRM), Outsourcing, ITIL, PRINCE2, IPMA, SAP-Anbindungen, Troubleshooting, Customizing, Administration, Berechtigungen, Softwareintegration, Infrastrukturplanung, Deploymentplanung, Zertifikate, SSO, Systemkopien, Mandantenkopien, Portal

**Rolle:** Projektmanager

**Projektsprache:** Deutsch, englisch

**Software:** MS Dynamics CRM, MS Sharepoint, MS Project, MS Lync, Oracle, SAP BI, SAP, BI-IP, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP SEM-BCS, SAP SEM-BPS

**Branche:** Pharma

**Aufgaben:** Planung von Softwareumstellungen und Neuinstallationen, Aufbau eines PMO, Migrationsplanung, Projektplanung, Stakeholdermanagement

**Umsatz/Mitarbeiter:**

9.192 Mio € / 149.351

**Teilprozesse:** Projektcontrolling, Stakeholderkommunikation, Projektmarketing, Wissensmanagement

**Laufzeit:** 09/2011 - 10/2011

**Hintergrund:** Cloud computing, Spezifikation der Cloud-Architektur, Regularienabstimmung, 21 CFR Part 10, 21 CFR Part 11, Computer Systems Validation (CSV), GAMP5, ISO 62304, LIMS, GxP, Outsourcing, ITIL, PRINCE2, IPMA, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Anforderungsmanagement, Rolloutplanung, Releasewechsel, Moduleinführung

**Rolle:** PMO, Projektmanager

**Projektsprache:** Deutsch, englisch

**Software:** MS Dynamics CRM, MS Sharepoint, MS Project, Oracle, SAP BW, SAP ERP, SAP SEM-BCS

**Branche:** Pharma

**Aufgaben:** Ausarbeitung einer unternehmensweiten Softwareeinführung von Grund auf (>10.000 Anwender weltweit), Leitung von 20 Mitarbeitern, Auswahl und Steuerung externer Dienstleister, CRM-Einführung, Projektplanung, Stakeholdermanagement, Prozessstrukturierung

**Umsatz/Mitarbeiter:**

36.500 Mio € / 111.400

**Teilprozesse:** Auftragsklärung, Rollenklärung, Bedarfsanalyse, Erstellung von Ausschreibungsunterlagen - Requests for Proposal (RfP) und Leistungsbeschreibungen, Lieferantvalidierung, Ablaufplanung, Aktivitätenplanung, Ressourcenplanung, Einsatzmittelplanung, Meilensteinplanung, Statusverfolgung, Statusberichte, Fortschrittsverfolgung, Umfeldanalyse, Stakeholderanalyse, Stakeholdergespräche, Lenkungsausschussteilnahme, Projektmarketing, Risikoanalyse

**Laufzeit:** 12/2010 - 09/2011

**Rolle:** Projektmanager, Berater

**Projektsprache:** Deutsch, englisch

**Hintergrund:** Cloud Computing, Spezifikation der Cloud-Architektur, cmdb, Enterprise Application Management (EAM), Customer Relationship Management (CRM),

Regularienabstimmung, 21 CFR Part 10, 21 CFR Part 11, Computer Systems Validation (CSV), GAMP5, ISO 62304, LIMS, GxP, Outsourcing, PRINCE2, IPMA, Agile Vorgehensmodelle (Scrum, Kanban), BPMN, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Anforderungsevaluierung, Anforderungsmanagement, Softwareevaluierung, Softwareeinführung, Softwareintegration, Rolloutplanung, Releasewechsel, Moduleinführung

**Software:** MS Dynamics CRM, MS Sharepoint, MS Project, MS Lync, Salesforce, SAP CRM, SAP HCM, SAP Solution Manager, SQL

**Branche:** Behörde

**Aufgaben:** Ausarbeitung und Steuerung einer Serverfarmmigration, Leitung von 25 Mitarbeitern, Steuerung externer Dienstleister und Zulieferer, Migrationsplanung, Projektplanung, Stakeholdermanagement, Risikomanagement

**Mitarbeiter:** 800

**Laufzeit:** 07/2010 - 11/2010

**Teilprozesse:** Bedarfsanalyse, Lieferantvalidierung, Move Management, Mediation, Aktivitätenplanung, Ressourcenplanung, Einsatzmittelplanung, Meilensteinplanung, Change Request-Management

**Rolle:** Projektmanager, Berater

**Projektsprache:** Deutsch, französisch, englisch

**Hintergrund:** Data Warehouse (DWH), Business Intelligence (BI), ETL, Datenqualität, Migration, ITIL, PRINCE2, IPMA, Hermes, Agile Vorgehensmodelle (Scrum, Kanban), Anforderungsevaluierung, Anforderungsmanagement, Softwareeinführung, Softwareintegration, Infrastrukturplanung, Deploymentplanung, Cutoverplanung, Rolloutplanung, Architekturauswahl, Anwendungsdesign, XML-Verarbeitung

**Software:** Informatica, Oracle, SAS, SQL

**Branche:** Pharma

**Aufgaben:** Auflösung eines Joint Ventures. Qualifizierte Auftrennung des gemeinsamen Datenbestandes unter Berücksichtigung pharmaregulatorischer und juristischer Anforderungen. Beschreitung von Neuland, da keine Vorgehensweise bekannt. Planung, Weiterentwicklung und Steuerung von Anpassungen des CRM-Data Warehouses zur Vertriebssteuerung der Muttergesellschaft und des zugehörigen Berichtswesens.

**Umsatz/Mitarbeiter:**

28.000 Mio € / 96.500

**Laufzeit:** 09/2009 - 06/2010

**Teilprozesse:** Auftragsklärung, Rollenklärung, Terminplanung, Ablaufplanung, Aktivitätenplanung, Ressourcenplanung, Einsatzmittelplanung, Stakeholdergespräche, Stakeholdervereinbarungen, SLA-Management, Change Request-Management

**Rolle:** Multiprojektmanager, Berater

**Projektsprache:** Deutsch, englisch

**Hintergrund:** Data Warehouse (DWH), Business Intelligence (BI), ETL, Datenqualität, Know Your Customer (KYC), Customer Relationship Management (CRM), Analytisches CRM, Operatives CRM, Scoring, Customer Lifecycle Management (CLM), predictive analysis, Regularienabstimmung, 21 CFR Part 10, 21 CFR Part 11, Biostatistik, Clinical Data Management, Computer Systems Validation (CSV), GAMP5, ISO 62304, LIMS, GxP, ITIL, PRINCE2, IPMA, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Erstellung von SAP-Anbindungen, Customizing, Berechtigungen, Infrastrukturplanung, Deploymentplanung, Cutoverplanung, Rolloutplanung, Architekturauswahl, Anwendungsdesign, Datenmodellierung, XML-Verarbeitung, Technische Spezifikation, Standardsetzung, Softwareanalyse, Design Reviews, Prozessketten, Transporte, Extraktoren, Reporting

**Software:** Informatica, MS Project, Oracle, saletelligence, SAP BW, Sequenom TyperAnalyzer, Sequenom TyperAnalyzer, SQL

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<b>Branche:</b> Groß- und Einzelhandel	<b>Aufgaben:</b> Stakeholdermanagement
<b>Umsatz/Mitarbeiter:</b> 7.903 Mio € / 15.220	<b>Teilprozesse:</b> Bedarfsanalyse, Mediation, Statusverfolgung, Statusberichte, Stakeholdergespräche, Stakeholdervereinbarungen, Change Request-Management
<b>Laufzeit:</b> 07/2009 - 08/2009	<b>Hintergrund:</b> Enterprise Resource Planning (ERP), Erstellung von SAP-Anbindungen, Tuning, Anforderungsevaluierung, Anforderungsmanagement, Infrastrukturplanung, Deploymentplanung, Cutoverplanung, Rolloutplanung, Releasewechsel, Softwareanalyse, Code Reviews, Prozessketten, Transporte, Extraktoren, Modulbetreuung, Modultests
<b>Rolle:</b> Berater (Interim)	<b>Software:</b> DB/2, SAP BW, SAP ERP, SAP Financial Basis, SAP NetWeaver, SAP PI, SAP Solution Manager, SAP XI, SQL, TREX
<b>Projektsprache:</b> Deutsch	

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<b>Branche:</b> Bank	<b>Aufgaben:</b> Migrationsplanung, Stakeholdermanagement, Qualitätsmanagement, Change Management
<b>Umsatz/Mitarbeiter:</b> 2.900 Mio € / 682	<b>Teilprozesse:</b> Move Management, Statusberichte, Stakeholdergespräche, Stakeholdervereinbarungen
<b>Laufzeit:</b> 02/2009 - 06/2009	<b>Hintergrund:</b> Data Warehouse (DWH), Business Intelligence (BI), ETL, Datenqualität, Know Your Customer (KYC), Customer Relationship Management (CRM), Analytisches CRM, Operatives CRM, Bilanzierungsrichtlinien, HGB, IFRS, Regularienabstimmung, Billing, Leasing, Migration, Outsourcing, Offshoring, ITIL, PRINCE2, IPMA, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Erstellung komplexer ETL-Strecken (Mappings), eines Mengengerüsts, Datensicherungsplans, Notfallplans, Fallbackplans und Run Books. Anforderungsevaluierung, Anforderungsmanagement, Deploymentplanung, Cutoverplanung, Rolloutplanung, Fahrzeugdatenmanagement, Archivsysteme, Architekturauswahl, Anwendungsdesign, Datenmodellierung, Softwareanalyse, Code Reviews, Prozessketten, Modulbetreuung, Migrationsdesign, Modultests, Konfigurationsmanagement, Berechtigungskonzept, Benutzerverwaltungskonzept
<b>Rolle:</b> Projektmanager	<b>Software:</b> Informatica, Informix, Ingres, MS Dynamics CRM, MS Project, SQL
<b>Projektsprache:</b> Englisch	

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<b>Branche:</b> Industrie	<b>Aufgaben:</b> Einführung einer Konzernrechnungslegungs- und Planungsanwendung vor dem Hintergrund einer Post Merger-Situation, (Unternehmensfusion). Strategische Schnittstellenfunktion auf globaler und lokaler operativer Ebene. Sicherstellung der Transformations und Projektergebnisse. Koordination der beteiligten Konzernabteilungen, Geschäftsbereiche und Vertragspartner. Leitung von 120 Mitarbeitern, Projektgröße: >5.000 Anwender, neunstelliges Budget. Steuerung externer Dienstleister. Neustrukturierung einer permanenten Betriebsstruktur.
<b>Umsatz/Mitarbeiter:</b> 12.663 Mio € / 51.908	<b>Teilprozesse:</b> Auftragsklärung, Rollenklärung, Lieferantvalidierung, Move Management, Gestaltung von Serviceübernahmeprozessen, Mediation, Aktivitätenplanung, Ressourcenplanung, Einsatzmittelplanung, Meilensteinplanung, Statusverfolgung, Statusberichte, Fortschrittsverfolgung, Stakeholdergespräche, Stakeholdervereinbarungen, Service Delivery Management, SLA-Management, Change Request-Management, Nachforderungsmanagement, Claim Management
<b>Laufzeit:</b> 07/2007 - 01/2009	<b>Hintergrund:</b> Data Warehouse (DWH), Business Intelligence (BI), ETL, Datenqualität, Bilanzierungsrichtlinien, HGB, IFRS, Regularienabstimmung, Migration,
<b>Rolle:</b> Multiprojektmanager	
<b>Projektsprache:</b> Englisch	

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Outsourcing, Offshoring, ITIL, BPMN, Fusion/Übernahme (Merger), Ausgliederung (Carve-Out), Restrukturierung, Post Merger Integration, Post Merger Transformation, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, SAP-Anbindungen, Troubleshooting, Tuning, Customizing, Administration, Berechtigungen, Softwareeinführung, Softwareintegration, Infrastrukturplanung, Deploymentplanung, Cutoverplanung, Rolloutplanung, Zertifikate, Releasewechsel, Systemkopien, Mandantenkopien, Design Reviews, Prozessketten, Transporte, Extraktoren, Systemanalyse, Portal, Vorabkorrekturen, Berechtigungskonzept, Benutzerverwaltungskonzept, Transportkonzept

**Software:** MS Project, Oracle, SAP, BI-IP, SAP BW, SAP ERP, SAP Financial Basis, SAP NetWeaver, SAP SEM-BCS, SAP SEM-BPS, SAP Solution Manager, SQL

**Branche:** Bank

**Umsatz/Mitarbeiter:**

434.500 Mio € / 21.999

**Laufzeit:** 01/2007 - 06/2007

**Rolle:** Projektmanager

**Projektsprache:** Deutsch, englisch

**Aufgaben:** Restrukturierung eines Data Warehouses zur Erfüllung regulatorischer Anforderungen. Leitung von 15 Mitarbeitern, Steuerung externer Dienstleister, Projektplanung, Projektsteuerung, Stakeholdermanagement, Risikomanagement, Prozessstrukturierung, Change Management

**Teilprozesse:** Auftragsklärung, Rollenklärung, Lieferantvalidierung, Gestaltung von Serviceübernahmeprozessen, Statusberichte, Stakeholdergespräche, Service Delivery Management, SLA-Management, Change Request-Management

**Hintergrund:** Data Warehouse (DWH), Business Intelligence (BI), ETL, Datenqualität, Bilanzierungsrichtlinien, HGB, IFRS, Regularienabstimmung, Meldewesen, Basel II, Basel III, MaRisk, MIFID I, BPMN, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, SAP-Anbindungen, Tuning

**Software:** ARIS, DB/2, Informatica, MS Dynamics CRM, MS Project, SAP BW, SAP ERP, SQL

**Branche:** Telko

**Umsatz/Mitarbeiter:**

2.516 Mio € / 4.890

**Laufzeit:** 02/2006 - 12/2006

**Rolle:** Projektmanager

**Projektsprache:** Deutsch

**Aufgaben:** Analyse, Weiterentwicklung und Zusammenführung, mehrerer sehr großer Datenbestände (Kunden, Produktionsplanung), CRM-Einführung, Stakeholdermanagement, Qualitätsmanagement

**Teilprozesse:** Auftragsklärung, Rollenklärung, Analyse redundanter Prozesse, Bedarfsanalyse, Kosten-/Nutzenanalyse, Nutzwertanalyse, Statusberichte, Stakeholdergespräche, Stakeholdervereinbarungen, Change Request-Management

**Hintergrund:** Big Data (Massendaten), Data Warehouse (DWH), Business Intelligence (BI), ETL, Know Your Customer (KYC), Customer Relationship Management (CRM), Analytisches CRM, Operatives CRM, Scoring, Kundenwertberechnung, Kundenpotenzialanalyse, Kundensegmentierung, predictive analysis, Online-Marketing, Billing, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Tuning, Releasewechsel, Systemkopien, Mandantenkopien, Softwareinstallation, Softwarekonfiguration

**Software:** Cognos, Informatica, MS Project, Oracle, PL/SQL, SAP BW, SAP ERP, SAS, SQL

**Branche:** Telko  
**Umsatz/Mitarbeiter:** 2.800 Mio € / 5.300  
**Laufzeit:** 10/2005 - 01/2006  
**Rolle:** Berater  
**Projektsprache:** Deutsch

**Aufgaben:** Analyse, Weiterentwicklung und Migration von bestehenden CRM-Lösungen, die auf Data Warehouse-Daten basieren  
**Teilprozesse:** Auftragsklärung, Rollenklärung, Bedarfsanalyse, Stakeholdergespräche  
**Hintergrund:** Big Data (Massendaten), Data Warehouse (DWH), Business Intelligence (BI), ETL, Scoring, predictive analysis, Online-Marketing, Billing, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Erstellung komplexer ETL-Strecken (Mappings), SAP-Anbindungen, Tuning, Anforderungsevaluierung, Anforderungsmanagement, Reporting  
**Software:** Informatica, MicroStrategy, Oracle, SQL

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**Branche:** Beratung  
**Umsatz/Mitarbeiter:**  
**Laufzeit:** 09/2005 - 09/2006  
**Rolle:** Berater  
**Projektsprache:** Deutsch

**Aufgaben:** Vergleich und Beurteilung von Data Warehouse-Suiten und ETL-Tools für eine Marktübersichtspublikation  
**Teilprozesse:** Analyse, Evaluierung und Bewertung von Geschäftsanwendungen, Lieferantvalidierung  
**Hintergrund:** Data Warehouse (DWH), Business Intelligence (BI), ETL, Softwareanalyse, Systemanalyse  
**Software:** Ascential, Business Objects, Cognos, Hummingbird, IBM, Informatica, MS Dynamics CRM, MicroStrategy, Oracle, Sagent, SAND, SAP BW, SAS, Teradata

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**Branche:** Beratung  
**Umsatz/Mitarbeiter:**  
**Laufzeit:** 08/2005 - 09/2005  
**Rolle:** Berater  
**Projektsprache:** Deutsch

**Aufgaben:** Vergleich und Beurteilung verschiedener Data Warehouse-Varianten für den öffentlichen Dienst  
**Teilprozesse:** Konsolidierung der Kundenanforderungen, Analyse, Evaluierung und Bewertung verschiedener Umgebungsvarianten, Bedarfsanalyse  
**Hintergrund:** Data Warehouse (DWH), Business Intelligence (BI), Anforderungsevaluierung, Softwareanalyse, Systemanalyse  
**Software:** MS Dynamics CRM, Oracle, Postgres

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**Branche:** IT-Dienstleistungen  
**Umsatz/Mitarbeiter:** 7.300 Mio € / 62.621  
**Laufzeit:** 09/2004 - 08/2005  
**Rolle:** Projektmanager, Berater  
**Projektsprache:** Deutsch

**Aufgaben:** Analyse und Beseitigung der projektgefährdenden Schwachstellen in der zentralen Produktionsumgebung, Stakeholdermanagement, Risikomanagement  
**Teilprozesse:** Konsolidierung der Teilprojektaktivitäten, Gestaltung von Serviceübernahmeprozessen, Anwenderberatung, SLA-Management  
**Hintergrund:** Big Data (Massendaten), Data Warehouse (DWH), Business Intelligence (BI), ITIL, SAP-Anbindungen, Tuning, Administration, Infrastrukturplanung, Deploymentplanung, Cutoverplanung, Rolloutplanung, Releasewechsel, Berechtigungskonzept, Prozesssteuerung, Prozeßsteuerung  
**Software:** Informatica, MS Project, Oracle, PL/SQL, SAP BW, SAP ERP, SQL

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<p><b>Branche:</b> Rückversicherung</p> <p><b>Umsatz/Mitarbeiter:</b> 38.012 Mio € / 3.696</p> <p><b>Laufzeit:</b> 06/2004 - 08/2004</p> <p><b>Rolle:</b> Berater</p> <p><b>Projektsprache:</b> Deutsch, englisch</p>	<p><b>Aufgaben:</b> Anwendungsentwicklung, Migrationsplanung, CRM-Einführung</p> <p><b>Teilprozesse:</b> Konsolidierung der Fachabteilungsanforderungen, Analyse strukturierter Produkte, Bedarfsanalyse, Change Request-Management</p> <p><b>Hintergrund:</b> Big Data (Massendaten), Data Warehouse (DWH), Business Intelligence (BI), ETL, Regularienabstimmung, Basel II, MaRisk, ITIL, Hermes, Erstellung komplexer ETL-Strecken (Mappings) und SAP-Anbindungen. Tuning, Releasewechsel, Datenmodellierung, Jobsteuerung</p> <p><b>Software:</b> Business Objects, Informatica, Oracle, PL/SQL, SQL</p>
<p><b>Branche:</b> Bank</p> <p><b>Umsatz/Mitarbeiter:</b> 4.526 Mio € / 43.600</p> <p><b>Laufzeit:</b> 01/2004 - 05/2004</p> <p><b>Rolle:</b> Berater</p> <p><b>Projektsprache:</b> Deutsch, englisch</p>	<p><b>Aufgaben:</b> Anwendungsentwicklung, Lösung akuter Data Warehouse-Probleme, Beratung bei Verschlüsselungsfragen, Stakeholdermanagement</p> <p><b>Teilprozesse:</b> Konsolidierung der Fachabteilungsanforderungen, Bedarfsanalyse, Statusberichte, Stakeholdergespräche, Stakeholdervereinbarungen, Change Request-Management</p> <p><b>Hintergrund:</b> Big Data (Massendaten), Data Warehouse (DWH), ETL, Regularienabstimmung, Basel II, MaRisk, ITIL, Hermes, Erstellung komplexer ETL-Strecken (Mappings), eines Mengengerüsts, Datensicherungsplans, Notfallplans, Fallbackplans und Run Books. Tuning, Datenmodellierung, Jobsteuerung</p> <p><b>Software:</b> ControlIM, ControlIM, ERWin, Informatica, Oracle, PL/SQL, SQL</p>
<p><b>Branche:</b> IT-Dienstleistungen</p> <p><b>Umsatz/Mitarbeiter:</b> 25.000 Mio € / 70.000</p> <p><b>Laufzeit:</b> 01/2003 - 12/2003</p> <p><b>Rolle:</b> Multiprojektmanager, Berater</p> <p><b>Projektsprache:</b> Deutsch, englisch</p>	<p><b>Aufgaben:</b> Planung redundanter Speichersysteme bei Banken und Industrie, Machbarkeitsstudien (proof of concept), Migrationsplanung, Single point of contact (SPOC) für Oracle und SAP, Stakeholdermanagement, Qualitätsmanagement, Risikomanagement</p> <p><b>Teilprozesse:</b> Bedarfsanalyse, Move Management, Change Request-Management</p> <p><b>Hintergrund:</b> Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Migration, Rechenzentrumsumzug, Outsourcing, Erstellung von Mengengerüsten, Datensicherungsplänen, Notfallplänen, Fallbackplänen, Run Books und SAP-Anbindungen. Anforderungsevaluierung, Anforderungsmanagement, split mirror backup, Snapshots, Cloning, Zoning</p> <p><b>Software:</b> EMC Control Center, Navisphere, Oracle, PL/SQL, SAP ERP, SQL</p>
<p><b>Branche:</b> Dienstleistungen</p> <p><b>Umsatz/Mitarbeiter:</b> 428 Mio € / 1.045</p> <p><b>Laufzeit:</b> 09/2002 - 12/2002</p> <p><b>Rolle:</b> Projektmanager, Berater</p> <p><b>Projektsprache:</b> Deutsch</p>	<p><b>Aufgaben:</b> Funktionserweiterung einer bestehenden CRM-Lösung, Single point of contact (SPOC) für Oracle und Reporting</p> <p><b>Teilprozesse:</b> Beurteilung, Bedarfsanalyse und Planung von Datenbanken, nachgeordneten Anwendungen und deren Implementierung</p> <p><b>Hintergrund:</b> Data Warehouse (DWH), Business Intelligence (BI), ETL, Know Your Customer (KYC), Customer Relationship Management (CRM), Analytisches CRM, Operatives CRM, Kundensegmentierung, Scoring, Überprüfung der Datenqualität, Stammdatenmanagement, Data Cleansing, Erstellung von SAP-Anbindungen, Administration, Softwareeinführung, Softwareintegration, Infrastrukturplanung, Deploymentplanung, Cutoverplanung, Rolloutplanung, Datenmodellierung,</p>

## Berechtigungskonzept

**Software:** Oracle, PL/SQL, Siebel, SQL, SQL Server

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**Branche:** Versicherung

**Aufgaben:** Oracle-Querschnittsaufgaben, Single point of contact (SPOC) für Oracle und Reporting

**Umsatz/Mitarbeiter:**

852.000 Mio € / 181.651

**Teilprozesse:** Analyse, Bedarfsanalyse, Kosten-/Nutzenanalyse, Nutzwertanalyse und Erstellung von Machbarkeitsstudien

**Laufzeit:** 04/2002 - 08/2002

**Rolle:** Berater

**Hintergrund:** Data Warehouse (DWH), Business Intelligence (BI), ETL, Know Your Customer (KYC), Customer Relationship Management (CRM), Analytisches CRM, Operatives CRM, Administration, Anforderungsevaluierung, Softwareevaluierung, Softwareeinführung, Softwareintegration, Releasewechsel, Datenmodellierung, Berechtigungskonzept

**Projektsprache:** Deutsch

**Software:** arcplan, Cognos, DB/2, Embarcadero, Informatica, Oracle, SQL

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**Branche:** Medien

**Aufgaben:** Projektanierung und Projektrestrukturierung in der zentralen IT-Abteilung, IT-Strategieentwicklung. Vereinheitlichung der Hard- und Softwarelandschaft. Operative Steuerung der Anwendungsentwicklung (ca. 1.000 Anwender, siebenstelliges Budget), Aufbau neuer Serverlandschaften, Leitung von 35 Mitarbeitern, Auswahl und Steuerung externer Dienstleister, übergreifende Abteilungs koordinierung, Aufbau eines PMO und Neustrukturierung einer permanenten Betriebsstruktur, Prozessrestrukturierung, Organisationsrestrukturierung, Migrationsplanung, CRM-Einführung, Projektplanung, Projektsteuerung, Stakeholdermanagement, Qualitätsmanagement, Risikomanagement, Prozessstrukturierung, Change Management

**Umsatz/Mitarbeiter:**

3.000 Mio € / 5.500

**Laufzeit:** 07/2001 - 04/2002

**Rolle:** Multiprojektmanager

**Teilprozesse:** Auftragsklärung, Rollenklärung, Bedarfsanalyse, Erstellung von Ausschreibungsunterlagen - Requests for Proposal (RfP) und Leistungsbeschreibungen, Lieferantvalidierung, Move Management, Gestaltung von Serviceübernahmeprozessen, Mitarbeiterereinbarung, Mediation, Terminplanung, Ablaufplanung, Aktivitätenplanung, Ressourcenplanung, Einsatzmittelplanung, Earned Value-Analyse, Projektkostenanalyse, Statusberichte, Fortschrittsverfolgung, Projektcontrolling, Projektkostenrechnung, Stakeholdergespräche, Service Delivery Management, SLA-Management, Change Request-Management, Nachforderungsmanagement, Claim Management

**Projektsprache:** Deutsch

**Hintergrund:** Lizenzrechtverwaltung, Rechte an geistigem Eigentum (Intellectual Property Rights), Data Warehouse (DWH), Business Intelligence (BI), Enterprise Application Management (EAM), Enterprise Resource Planning (ERP), Know Your Customer (KYC), Customer Relationship Management (CRM), Customer Lifecycle Management (CLM), predictive analysis, e-commerce, Online-Marketing, Migration, Rechenzentrumsumzug, Outsourcing, ITIL, BPMN, Togaf, Restrukturierung, etc., Stammdatenmanagement, Erstellung eines Mengengerüsts, Datensicherungsplans, Notfallplans, Fallbackplans und Run Books. Tuning, Administration, Anforderungsevaluierung, Anforderungsmanagement, Softwareintegration, Infrastrukturplanung, Deploymentplanung, Cutoverplanung, Rolloutplanung, Archivsysteme, Releasewechsel, Datenmodellierung, Softwareanalyse

**Software:** Informatica, MS Project, PLANTA, Oracle, PL/SQL, SAP ERP, SQL

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**Branche:** Automotive

**Aufgaben:** Zuständigkeit für Oracle-Produkte

**Umsatz/Mitarbeiter:**  
35.356 Mio € / 93.624

**Teilprozesse:** Anwenderberatung, Anwenderbetreuung, Anwenderunterstützung

**Laufzeit:** 05/2000 - 06/2001

**Hintergrund:** Data Warehouse (DWH), Enterprise Resource Planning (ERP), Migration, etc., Tuning, Administration, Datenbankprogrammierung, Datenbankreorganisation

**Rolle:** Berater

**Software:** Oracle, PL/SQL, SQL

**Projektsprache:** Deutsch, englisch

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**Branche:** Bank

**Aufgaben:** Cutover-Planung eines Major Releases, Migrationsplanung, Zusammenarbeit mit Wertpapierhändlern, Stakeholdermanagement

**Umsatz/Mitarbeiter:**  
373.500 Mio € / 19.303

**Teilprozesse:** Konsolidierung der Fachabteilungsanforderungen, Analyse strukturierter Produkte

**Laufzeit:** 01/2000 - 04/2000

**Hintergrund:** Big Data (Massendaten), Data Warehouse (DWH), Business Intelligence (BI), Regularienabstimmung, Marktanalysen (Börsendaten), Wertpapierhändlerunterstützung, Erstellung eines Mengengerüsts, Datensicherungsplans, Notfallplans, Fallbackplans und Run Books. Tuning, Administration, Datenbankprogrammierung, Softwareanalyse, Code Reviews

**Rolle:** Berater

**Projektsprache:** Deutsch, englisch, spanisch

**Software:** Intas, Kondor+, Oracle, Optas, Reuters, SQL, Sybase

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## Projektmanagementmethoden

PM-Kanon (GPM), ICB (IPMA), V-Modell, V-Modell XT, Hermes, PRINCE2, ITIL, Agile, Scrum, Kanban, SAP Activate

## Weiterbildungsmaßnahmen

- 07 / 21 Celonis Analyst Training Track
- 07 / 21 Celonis Business User Training Track
- 07 / 21 Celonis Executive Training Track
- 10 / 20 Rezertifizierung GPM/IPMA-Zertifizierung Level B (Senior Project Manager)
- 01 / 19 COBIT 5 Foundation Certificate
- 10 / 15 Rezertifizierung GPM/IPMA-Zertifizierung Level B (Senior Project Manager)
- 03 / 10 GPM/IPMA-Zertifizierung Level B (Senior Project Manager)
- 06 / 06 Informatica Boston Analyst Summit
- 02 / 06 Introduction to Teradata / Teradata Physical Database Design
- 04 / 05 Informatica PowerMart / PowerCenter 7
- 02 / 05 Business Objects Data Integrator
- 01 / 05 SAP Business One für Unternehmensberater
- 11 / 03 Einführung in die Cachè-Datenbank
- 11 / 03 Performance Tuning im Oracle Warehouse
- 05 / 03 Business Intelligence / Data Warehousing
- 11 / 02 Oracle 9 Release 2 Hochverfügbarkeit
- 07 / 02 Anwendungsentwicklung mit Business Components for Java ( BC4J )
- 05 / 02 Data Warehousing mit Oracle 9i
- 12 / 01 Informatica PowerMart 5.1 & Informatica PowerCenter 5.1
- 12 / 01 Oracle 9i Application Server
- 03 / 01 Anwendungsentwicklung bei Datenbanken
- 08 / 98 Oracle Designer First Class
- 08 / 97 Informix OnLine Dynamic Server System Administration
- 04 / 97 Oracle 7 Datenbankadministration
- 03 / 97 "Train the Trainer"
- 01 / 91 Dialektik
- 01 / 91 Gesprächsführung Teil II
- 07 / 90 Gesprächsführung Teil I
- 05 / 90 Rhetorik
- 01 / 90 Zeitmanagement

## Zusammenfassung EDV-Kenntnisse

- Projektmanagement** MS Project, SAP PS, IBM DOORS, CA Clarity, HP ALM, Alfabet Information IT u.a.
- Datenbanken** DB/2, Informix, Ingres, Oracle, Sybase, Teradata u.a.
- Betriebssysteme** AIX, HP-UX, Linux, MUNIX, Solaris, SunOS u.a.  
MS-DOS, MS-Windows 3.11 / 95 / 98 / NT / 2000 / XP / 7 / 10 / ...  
OS/2, NOS, NOS/VE, BS/2000, VMS
- Programmiersprachen** ABAP, ADA, APL, BASIC, C, C++, COBOL, CYBIL, FORTH,  
FORTRAN, Java, PASCAL, PL/SQL, PQL, PROLOG, SQL, T-SQL u.a.
- Sonstiges** Celonis, SAP, Siebel, Microsoft Dynamics CRM, Salesforce, Hadoop, Sequenom, LIMS

## Short Profile Claudius Lyn

### Senior Project Manager | Interim Manager

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For project management, -planning & -controlling with functional team leadership of medium to large projects & project teams



#### **To Person:**

1<sup>st</sup> name/name: Claudius Lyn  
Street: Karl-Spengler-Straße 4  
Postcode/place: 80339 München, Deutschland  
Telephone: +49 (0)89 / 504802  
E-mail: claudius.lyn@gmx.net  
Date of birth: 18<sup>th</sup> September 1960, Munich  
Nationality: German  
Studies: Graduate mathematician (diploma)  
Languages: English, French and Spanish in speech and writing

#### **Focusing:**

Assignments: Senior project manager (IPMA Level B), interim manager  
Transformation processes, project restructuring, project turnaround and digitalization

Industries: Banks, pharmaceuticals, industry, authorities, trade, media  
Large corporate projects in an international environment  
(i.a. mergers & acquisitions, post merger integration, carve-out, outsourcing)

### **Emphases and core competencies:**

- Programme manager and project manager of nat./int. large-scale projects
- Team leader of national/international project teams (technical and disciplinary leadership up to 120EE)
- Project sizes up to 20.000 man-days and 300 million € project budget
- Project management methods: agile and classic as well as combined methodology
- Profound IT expertise from 25 years experience (see below for details) as well as regulatory requirements, compliance & governance
- Exzellent stakeholder management in complex project environments (target group oriented internally and externally)
- Know-how and intercultural competence from international large-scale projects
- Leadership experience/willingness paired with team player mentality
- Senior Executive with a strong hands-on-mentality

### **Project management competencies:**

- GPM/IPMA, Hermes, V model, V modell XT, PRINCE2, ITIL, Agile, Scrum, Kanban, COBIT, process counselling, SAP Activate
- Certifications: GPM/IPMA Level B (Senior Project Manager), COBIT

### **IT competencies:**

High level: Big Data, Business Intelligence (BI), Cloud Computing, CRM, Data-Warehousing, Datenbanken, Information Management (IM), Process Mining/ Business Process Management, ERP, ESG, GRC, LIMS, Digitalization, Blockchain

Detail level: Alphabetical excerpt on experience with applications/programmes in the above application topics (see also separate overall project list):  
Operating systems (AIX, HP-UX, Linux, MUNIX, Solaris, SunOS, Windows, VMS u. a.), Big Data (Hadoop), CRM (SAP CRM, Siebel, Microsoft Dynamics CRM), databases (DB/2, Informix, Ingres, Oracle, Sybase, Teradata u. a.), DWH, ERP, ETL, money laundering, gene sequencing (Sequenom), trading systems, RPA (Celonis), Programmiersprachen (ABAP, Ada, APL, BASIC, C, C++, COBOL, CYBIL, FORTH, FORTRAN, JavaScript, Pascal, PL/SQL, PQL, Prolog, SQL, T-SQL u. a.), project planning (MS Project, SAP PS, IBM DOORS, CA Clarity u.a.), reporting, Salesforce, SAP (SAP C4/HANA, SAP industry solutions (IS-AD, IS-Banking, IS-DFPS, IS-H, IS-MP, IS-OIL, IP-PS, IS-R, IS-T, IS-U, SRM, PLM, SCM), SAP S/4HANA, SAP SuccessFactors)

### **Other:**

Languages: German (mother tongue)  
English (business fluent in spoken and written)  
French (very good knowledge)  
Spanish (very good knowledge)

Operation site: Worldwide

## **Project specimens (excerpt from the separate overall project list)**

### Example 1:

Branch: Software, DAX corporation (SAP)  
Role: Multi project manager  
Project goals: Build of a profitable self-service cloud environment.  
Project task: Overall responsibility for project progress and client handover for private clouds. Ensuring customer satisfaction. Aiming for competitive advantages. Making operational processes more flexible. Selecting and managing external service providers and suppliers. Establishing a PMO and a permanent operational structure.  
Project size: Responsibility for 100 project members, 8-figure volume in total.  
Project term: 15 months

### Example 2:

Branch: Very large pharmaceutical group (GlaxoSmithKline)  
Role: Project manager  
Project goals: Dissolution of a joint venture (GRC).  
Project task: Qualified separation of the common data stock, taking into account pharmaceutical regulatory and legal requirements. Breaking new ground as no course of action known.  
Project size: Responsibility for 10 project members.  
Project term: 9 months

### Example 3:

Branch: Industry, Dax corporation (Linde)  
Role: Project manager  
Project goals: Merger-related introduction of a group accounting and planning application.  
Project task: Strategic interface at global and local operational level. Ensuring transformation and project results. Reconciling involved group departments, business areas and contractual partners. Control of external service providers. Establishment of a permanent operational structure.  
Project size: Responsibility for 120 project members, 9-figure budget.  
Project term: 18 months

# CV Claudius Lyn

## Senior Project Manager | Interim Manager

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For project management, -planning & -controlling with functional team leadership of medium to large projects & project teams



### To Person:

1<sup>st</sup> name/name: Claudius Lyn  
Street: Karl-Spengler-Straße 4  
Postcode/place: 80339 München, Deutschland  
Telephone: +49 (0)89 / 504802  
E-mail: claudius.lyn@gmx.net  
Date of birth: 18<sup>th</sup> September 1960, Munich  
Nationality: German  
Studies: Graduate mathematician (diploma)  
Languages: English, French and Spanish in speech and writing

### Focusing:

Assignments: Senior project manager (IPMA Level B), interim manager  
Transformation processes, project restructuring, project turnaround and digitalization

Industries: Banks, pharmaceuticals, industry, authorities, trade, media  
Large corporate projects in an international environment  
(i.a. mergers & acquisitions, post merger integration, carve-out, outsourcing)



# CV Claudius Lyn

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Industries: Banks, pharmaceuticals, industry, authorities, trade, media  
Large corporate projects in an international environment  
(i.a. mergers & acquisitions, post merger integration, carve-out, outsourcing)

### **Emphases and core competencies:**

- Programme manager and project manager of nat./int. large-scale projects
- Team leader of national/international project teams (technical and disciplinary leadership up to 120EE)
- Project sizes up to 20.000 man-days and 300 million € project budget
- Project management methods: agile and classic as well as combined methodology
- Profound IT expertise from 25 years experience (see below for details) as well as regulatory requirements, compliance & governance
- Exzellent stakeholder management in complex project environments (target group oriented internally and externally)
- Know-how and intercultural competence from international large-scale projects
- Leadership experience/willingness paired with team player mentality
- Senior Executive with a strong hands-on-mentality

### **Project management competencies:**

- GPM/IPMA, Hermes, V model, V modell XT, PRINCE2, ITIL, Agile, Scrum, Kanban, COBIT, process counselling, SAP Activate
- Certifications: GPM/IPMA Level B (Senior Project Manager), COBIT

### **IT competencies:**

High level: Big Data, Business Intelligence (BI), Cloud Computing, CRM, Data-Warehousing, Datenbanken, Information Management (IM), Process Mining/ Business Process Management, ERP, ESG, GRC, LIMS, Digitalization, Blockchain

Detail level: Alphabetical excerpt on experience with applications/programmes in the above application topics (see also separate overall project list):  
Operating systems (AIX, HP-UX, Linux, MUNIX, Solaris, SunOS, Windows, VMS u. a.), Big Data (Hadoop), CRM (SAP CRM, Siebel, Microsoft Dynamics CRM), databases (DB/2, Informix, Ingres, Oracle, Sybase, Teradata u. a.), DWH, ERP, ETL, money laundering, gene sequencing (Sequenom), trading systems, RPA (Celonis), Programmiersprachen (ABAP, Ada, APL, BASIC, C, C++, COBOL, CYBIL, FORTH, FORTRAN, JavaScript, Pascal, PL/SQL, PQL, Prolog, SQL, T-SQL u. a.), project planning (MS Project, SAP PS, IBM DOORS, CA Clarity u.a.), reporting, Salesforce, SAP (SAP C4/HANA, SAP industry solutions (IS-AD, IS-Banking, IS-DFPS, IS-H, IS-MP, IS-OIL, IP-PS, IS-R, IS-T, IS-U, SRM, PLM, SCM), SAP S/4HANA, SAP SuccessFactors)

### **Other:**

Languages: German (mother tongue)  
English (business fluent in spoken and written)  
French (very good knowledge)  
Spanish (very good knowledge)

Operation site: Worldwide

### **Emphases and core competencies:**

- Programme manager and project manager of nat./int. large-scale projects
- Team leader of national/international project teams (technical and disciplinary leadership up to 120EE)
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Operating systems (AIX, HP-UX, Linux, MUNIX, Solaris, SunOS, Windows, VMS u. a.), Big Data (Hadoop), CRM (SAP CRM, Siebel, Microsoft Dynamics CRM), databases (DB/2, Informix, Ingres, Oracle, Sybase, Teradata u. a.), DWH, ERP, ETL, money laundering, gene sequencing (Sequenom), trading systems, RPA (Celonis), Programmiersprachen (ABAP, Ada, APL, BASIC, C, C++, COBOL, CYBIL, FORTH, FORTRAN, JavaScript, Pascal, PL/SQL, PQL, Prolog, SQL, T-SQL u. a.), project planning (MS Project, SAP PS, IBM DOORS, CA Clarity u.a.), reporting, Salesforce, SAP (SAP C4/HANA, SAP industry solutions (IS-AD, IS-Banking, IS-DFPS, IS-H, IS-MP, IS-OIL, IP-PS, IS-R, IS-T, IS-U, SRM, PLM, SCM), SAP S/4HANA, SAP SuccessFactors)

### **Other:**

Languages: German (mother tongue)  
English (business fluent in spoken and written)  
French (very good knowledge)  
Spanish (very good knowledge)

Operation site: Worldwide

## Overall project list Senior Project Manager | Interim Manager

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For project management, -planning & -controlling with functional team leadership of medium to large projects & project teams

**Industrial sector:** Food industry  
**Sales/Employees:** 2.516 Mio € / 4.890  
**Term:** 07/2021 - 10/2021  
**Role:** Project manager  
**Project language:** English, german, french

**Tasks:** Introduction of a cloud based CRM application, control of external service providers  
**Subprocesses:** Order clarification, role clarification, consolidation of customer requirements, activity planning, status reporting, progress tracking, stakeholder talks, risk analysis, complexity reduction, definition of measures  
**Background:** Cloud computing (Azure), Infrastructure as a Service (IaaS), customer relationship management (CRM), mergers & acquisitions, master data management, data cleansing, cutover planning, user education, authorization concept  
**Software:** MS Sharepoint, MS Project, MS Teams, SAP C4C

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**Industrial sector:** Energy utility  
**Sales/Employees:** 35 Mio € / 50  
**Term:** 12/2020 - 06/2021  
**Role:** Project manager  
**Project language:** English, german

**Tasks:** Introduction of a base-configured, cloud based MS Dynamics application, control of external service providers  
**Subprocesses:** Order clarification, role clarification, consolidation of customer requirements, activity planning, status reporting, progress tracking, stakeholder talks, risk analysis, complexity reduction, definition of measures  
**Background:** Cloud computing (Azure), Infrastructure as a Service (IaaS), robotic process automation (RPA), customer relationship management (CRM), compliance, governance, accounting guidelines, HGB, IFRS, mergers & acquisitions, master data management, data cleansing, cutover planning, authorization concept  
**Software:** MS Dynamics, MS Sharepoint, MS Project, MS Teams

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**Industrial sector:** Industry  
**Sales/Employees:** 41.996 Mio € / 16.2372  
**Term:** 02/2019 - 12/2019  
**Role:** Multi project manager (interim), programme manager (interim)  
**Project language:** German, english, french

**Tasks:** Sharpening of the target image, restructuring of the BI organization for effective design and implementation of BI projects, introduction of a new group-wide catalogue of key performance indicators, identification and bundling of BI demands / projects, process restructuring, restructuring a BI control board, clarification of organizational / procedural questions, BI project selection and implementation, selection and control of external service providers  
**Subprocesses:** Order clarification, role clarification, consolidation of departmental requests, demand assessment, elaboration of requests for proposal (RfP) and specifications, vendor validation, transition planning, activity planning, status tracking, status reporting, stakeholder talks, change management, vulnerability analysis, risk analysis, definition of measures, improvement management  
**Background:** Cloud computing (AWS, Azure, DXC), cloud architecture specification, 3rd party clouds, Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS), data warehouse (DWH), business intelligence (BI), ETL, data quality, process mining, robotic process automation (RPA), compliance, governance, accounting guidelines, HGB, IFRS, migration, data center relocation, outsourcing, SAP Activate, ITIL, PRINCE2, IPMA, carve-out, demand management, infrastructure management, rollout management,

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## Overall project list Senior Project Manager | Interim Manager

---

For project management, -planning & -controlling with functional team leadership of medium to large projects & project teams

**Industrial sector:** Food industry  
**Sales/Employees:** 2.516 Mio € / 4.890  
**Term:** 07/2021 - 10/2021  
**Role:** Project manager  
**Project language:** English, german, french

**Tasks:** Introduction of a cloud based CRM application, control of external service providers  
**Subprocesses:** Order clarification, role clarification, consolidation of customer requirements, activity planning, status reporting, progress tracking, stakeholder talks, risk analysis, complexity reduction, definition of measures  
**Background:** Cloud computing (Azure), Infrastructure as a Service (IaaS), customer relationship management (CRM), mergers & acquisitions, master data management, data cleansing, cutover planning, user education, authorization concept  
**Software:** MS Sharepoint, MS Project, MS Teams, SAP C4C

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**Industrial sector:** Energy utility  
**Sales/Employees:** 35 Mio € / 50  
**Term:** 12/2020 - 06/2021  
**Role:** Project manager  
**Project language:** English, german

**Tasks:** Introduction of a base-configured, cloud based MS Dynamics application, control of external service providers  
**Subprocesses:** Order clarification, role clarification, consolidation of customer requirements, activity planning, status reporting, progress tracking, stakeholder talks, risk analysis, complexity reduction, definition of measures  
**Background:** Cloud computing (Azure), Infrastructure as a Service (IaaS), robotic process automation (RPA), customer relationship management (CRM), compliance, governance, accounting guidelines, HGB, IFRS, mergers & acquisitions, master data management, data cleansing, cutover planning, authorization concept  
**Software:** MS Dynamics, MS Sharepoint, MS Project, MS Teams

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**Industrial sector:** Industry  
**Sales/Employees:** 41.996 Mio € / 16.2372  
**Term:** 02/2019 - 12/2019  
**Role:** Multi project manager (interim), programme manager (interim)  
**Project language:** German, english, french

**Tasks:** Sharpening of the target image, restructuring of the BI organization for effective design and implementation of BI projects, introduction of a new group-wide catalogue of key performance indicators, identification and bundling of BI demands / projects, process restructuring, restructuring a BI control board, clarification of organizational / procedural questions, BI project selection and implementation, selection and control of external service providers  
**Subprocesses:** Order clarification, role clarification, consolidation of departmental requests, demand assessment, elaboration of requests for proposal (RfP) and specifications, vendor validation, transition planning, activity planning, status tracking, status reporting, stakeholder talks, change management, vulnerability analysis, risk analysis, definition of measures, improvement management  
**Background:** Cloud computing (AWS, Azure, DXC), cloud architecture specification, 3rd party clouds, Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS), data warehouse (DWH), business intelligence (BI), ETL, data quality, process mining, robotic process automation (RPA), compliance, governance, accounting guidelines, HGB, IFRS, migration, data center relocation, outsourcing, SAP Activate, ITIL, PRINCE2, IPMA, carve-out, demand management, infrastructure management, rollout management,

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BW4/HANA2 introduction

**Software:** Jedox, Microstrategy, MS Power BI, Celonis, GraphLAB, Jedox, Microstrategy, MS Sharepoint, MS Project, SAP BW/4HANA2, SAP ERP, SAP Solution Manager

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**Industrial sector:** Bank

**Sales/Employees:**

463.640 Mio € / 47.518

**Term:** 02/2018 - 01/2019

**Role:** Project manager

**Project language:** English, german

**Tasks:** Planning the consolidation of customer data into a central system considering GDPR and optimized business processes.

**Subprocesses:** Order clarification, role clarification, transition planning, effort estimation, sequence planning, status monitoring, status reporting, progress tracking, stakeholder talks, risk analysis

**Background:** Data warehouse (DWH), business intelligence (BI), data quality, customer relationship management (CRM), compliance, standing orders compliance, regulatory reporting, MaRisk, MIFID II, MiFIR, GDPR/DSGVO, fraud detection, money laundering, BAIT, migration, deployment management, selection of architecture, application design, data modeling, technical specification

**Software:** Confluence, DB/2, JIRA, MS Sharepoint, MS Project, Oracle, Tonbeller

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**Industrial sector:** Industry

**Sales/Employees:**

20.100 Mio € / 52.450

**Term:** 07/2017 - 01/2018

**Role:** Project manager

**Project language:** German, english

**Tasks:** Planning of a cloud migration in the wake of a service provider change, negotiations with service providers, close correspondence with application owners., control of external service providers

**Subprocesses:** Order clarification, role clarification, identification and classification of critical systems, transition planning, move management, sequence planning, stakeholder talks, risk analysis

**Background:** Cloud computing (AWS, Azure, GCP), cloud architecture specification, big data (mass data), data warehouse (DWH), business intelligence (BI), data quality, content management systems (CMS), enterprise resource planning (ERP), customer relationship management (CRM), compliance, standing orders compliance, regulatory reporting, CHEP, migration, data center relocation, outsourcing, nearshoring, SAP Activate, ITIL, PRINCE2, IPMA, agile process models (Scrum, Kanban), securing of interfaces to on-premise systems, changeover of IPv4 to IPv6, change of the corporate-wide authorization structure, virtualisation of on-premise applications, demand management, cutover planning, system analysis

**Software:** Alfabet, EAM, Clarity, Confluence, JIRA, MS Dynamics CRM, MS Sharepoint, MS Project, MS Teams, Oracle, Salesforce, SAP Ariba, SAP BI, SAP BO, SAP BW, SAP Concur, SAP CRM, SAP ERP, SAP Fieldglass, SAP HANA, SAP S/4HANA, SAP HCM, SAP Hybris, SAP SCM, SAP SuccessFactors, ServiceNow, SQL, SQL Server, Topas

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BW4/HANA2 introduction

**Software:** Jedox, Microstrategy, MS Power BI, Celonis, GraphLAB, Jedox, Microstrategy, MS Sharepoint, MS Project, SAP BW/4HANA2, SAP ERP, SAP Solution Manager

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**Industrial sector:** Bank

**Sales/Employees:**

463.640 Mio € / 47.518

**Term:** 02/2018 - 01/2019

**Role:** Project manager

**Project language:** English, german

**Tasks:** Planning the consolidation of customer data into a central system considering GDPR and optimized business processes.

**Subprocesses:** Order clarification, role clarification, transition planning, effort estimation, sequence planning, status monitoring, status reporting, progress tracking, stakeholder talks, risk analysis

**Background:** Data warehouse (DWH), business intelligence (BI), data quality, customer relationship management (CRM), compliance, standing orders compliance, regulatory reporting, MaRisk, MIFID II, MiFIR, GDPR/DSGVO, fraud detection, money laundering, BAIT, migration, deployment management, selection of architecture, application design, data modeling, technical specification

**Software:** Confluence, DB/2, JIRA, MS Sharepoint, MS Project, Oracle, Tonbeller

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**Industrial sector:** Industry

**Sales/Employees:**

20.100 Mio € / 52.450

**Term:** 07/2017 - 01/2018

**Role:** Project manager

**Project language:** German, english

**Tasks:** Planning of a cloud migration in the wake of a service provider change, negotiations with service providers, close correspondence with application owners., control of external service providers

**Subprocesses:** Order clarification, role clarification, identification and classification of critical systems, transition planning, move management, sequence planning, stakeholder talks, risk analysis

**Background:** Cloud computing (AWS, Azure, GCP), cloud architecture specification, big data (mass data), data warehouse (DWH), business intelligence (BI), data quality, content management systems (CMS), enterprise resource planning (ERP), customer relationship management (CRM), compliance, standing orders compliance, regulatory reporting, CHEP, migration, data center relocation, outsourcing, nearshoring, SAP Activate, ITIL, PRINCE2, IPMA, agile process models (Scrum, Kanban), securing of interfaces to on-premise systems, changeover of IPv4 to IPv6, change of the corporate-wide authorization structure, virtualisation of on-premise applications, demand management, cutover planning, system analysis

**Software:** Alfabet, EAM, Clarity, Confluence, JIRA, MS Dynamics CRM, MS Sharepoint, MS Project, MS Teams, Oracle, Salesforce, SAP Ariba, SAP BI, SAP BO, SAP BW, SAP Concur, SAP CRM, SAP ERP, SAP Fieldglass, SAP HANA, SAP S/4HANA, SAP HCM, SAP Hybris, SAP SCM, SAP SuccessFactors, ServiceNow, SQL, SQL Server, Topas

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**Industrial sector:** Insurance

**Sales/Employees:**

15.970 Mio € / 3.044

**Term:** 06/2017 - 06/2017

**Role:** Multi project manager

**Project language:** German

**Tasks:** Preparation of a cross-sectional project leadership with several subprojects. Due to a non-performance of an internal budget commitment the project took not place in the way planned. A written reference will be gladly handed in later upon request.

**Subprocesses:** Consolidation of departmental requests and of subproject activities, transition planning, status reporting, stakeholder talks, risk analysis

**Background:** Data quality, compliance, governance, accounting guidelines, HGB, IFRS, ITIL, PRINCE2, IPMA, agile process models (Scrum, Kanban), Needs evaluation

**Software:** Confluence, JIRA, MS Sharepoint, MS Project, SAP ERP, SQL Server

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**Industrial sector:** Bank

**Sales/Employees:**

162.558 Mio € / 4890

**Term:** 10/2016 - 05/2017

**Role:** Project manager

**Project language:** German

**Tasks:** Realisation of new terms of reference in the course of the replacement of the Federal Data Protection Act by an european regulation, project restructuring, identification of application and system owners, preparation of risk disclosures, exposure and consideration of dependencies to BCBS 239, regulatory reporting, fraud detection and money laundering, control of external service providers, project planning, project monitoring, stakeholder management, quality management, risk management, process consulting

**Subprocesses:** Order clarification, role clarification, changes of business processes in view of legal conformity, interpretation of legal opinions, mediation, activity planning, resource planning, status monitoring, status reporting, stakeholder talks, stakeholder agreements, risk analysis

**Background:** Cloud computing (AWS, Azure, GCP), cloud architecture specification, big data (mass data), data warehouse (DWH), business intelligence (BI), data quality, process mining, robotic process automation (RPA), know your customer (KYC), customer relationship management (CRM), compliance, governance, accounting guidelines, HGB, IFRS, standing orders compliance, regulatory reporting, core banking, Basel II, Basel III, MaRisk, BCBS 239, MIFID I, MIFID II, MiFIR, BDSG, GDPR/DSGVO, fraud detection, money laundering, robinson list, BAIT, SAP Activate, agile process models (Scrum, Kanban), definition and implementation of a REST interface, Implementation of deletion rules and retention periods, archiving systems

**Software:** Ansible, Celonis, Clarity, Confluence, Exadata, FitNesse, Hadoop, Jenkins, JIRA, Kafka, Kordoba, Maven, MS Sharepoint, MS Project, Oracle, SAP Concur, SAP CRM, SAP ERP, SAP Fieldglass, SAP HANA, SAP S/4HANA, SAP IS-Banking, ServiceNow, Smaragd, Sonar, Swagger, TurnFriendly

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**Industrial sector:** Investment bank

**Sales/Employees:**

1.590.546 Mio € / 99.744

**Term:** 08/2016 - 09/2016

**Role:** Turnaround manager (interim)

**Project language:** English

**Tasks:** Project turnaround, project restructuring, improving communication with business, vulnerability analysis, management of 6 coworkers, control of external service providers, PMO establishment, migration planning, project planning, project monitoring, stakeholder management, quality management, risk management, change management

**Subprocesses:** Order clarification, role clarification, vendor validation, move management, mediation, status monitoring, status reporting, stakeholder talks, stakeholder agreements, steering committee participation

**Background:** Big data (mass data), data warehouse (DWH), business intelligence (BI), data quality, enterprise resource planning (ERP), know your customer

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**Industrial sector:** Insurance

**Sales/Employees:**

15.970 Mio € / 3.044

**Term:** 06/2017 - 06/2017

**Role:** Multi project manager

**Project language:** German

**Tasks:** Preparation of a cross-sectional project leadership with several subprojects. Due to a non-performance of an internal budget commitment the project took not place in the way planned. A written reference will be gladly handed in later upon request.

**Subprocesses:** Consolidation of departmental requests and of subproject activities, transition planning, status reporting, stakeholder talks, risk analysis

**Background:** Data quality, compliance, governance, accounting guidelines, HGB, IFRS, ITIL, PRINCE2, IPMA, agile process models (Scrum, Kanban), Needs evaluation

**Software:** Confluence, JIRA, MS Sharepoint, MS Project, SAP ERP, SQL Server

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**Industrial sector:** Bank

**Sales/Employees:**

162.558 Mio € / 4890

**Term:** 10/2016 - 05/2017

**Role:** Project manager

**Project language:** German

**Tasks:** Realisation of new terms of reference in the course of the replacement of the Federal Data Protection Act by an european regulation, project restructuring, identification of application and system owners, preparation of risk disclosures, exposure and consideration of dependencies to BCBS 239, regulatory reporting, fraud detection and money laundering, control of external service providers, project planning, project monitoring, stakeholder management, quality management, risk management, process consulting

**Subprocesses:** Order clarification, role clarification, changes of business processes in view of legal conformity, interpretation of legal opinions, mediation, activity planning, resource planning, status monitoring, status reporting, stakeholder talks, stakeholder agreements, risk analysis

**Background:** Cloud computing (AWS, Azure, GCP), cloud architecture specification, big data (mass data), data warehouse (DWH), business intelligence (BI), data quality, process mining, robotic process automation (RPA), know your customer (KYC), customer relationship management (CRM), compliance, governance, accounting guidelines, HGB, IFRS, standing orders compliance, regulatory reporting, core banking, Basel II, Basel III, MaRisk, BCBS 239, MIFID I, MIFID II, MiFIR, BDSG, GDPR/DSGVO, fraud detection, money laundering, robinson list, BAIT, SAP Activate, agile process models (Scrum, Kanban), definition and implementation of a REST interface, Implementation of deletion rules and retention periods, archiving systems

**Software:** Ansible, Celonis, Clarity, Confluence, Exadata, FitNesse, Hadoop, Jenkins, JIRA, Kafka, Kordoba, Maven, MS Sharepoint, MS Project, Oracle, SAP Concur, SAP CRM, SAP ERP, SAP Fieldglass, SAP HANA, SAP S/4HANA, SAP IS-Banking, ServiceNow, Smaragd, Sonar, Swagger, TurnFriendly

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**Industrial sector:** Investment bank

**Sales/Employees:**

1.590.546 Mio € / 99.744

**Term:** 08/2016 - 09/2016

**Role:** Turnaround manager (interim)

**Project language:** English

**Tasks:** Project turnaround, project restructuring, improving communication with business, vulnerability analysis, management of 6 coworkers, control of external service providers, PMO establishment, migration planning, project planning, project monitoring, stakeholder management, quality management, risk management, change management

**Subprocesses:** Order clarification, role clarification, vendor validation, move management, mediation, status monitoring, status reporting, stakeholder talks, stakeholder agreements, steering committee participation

**Background:** Big data (mass data), data warehouse (DWH), business intelligence (BI), data quality, enterprise resource planning (ERP), know your customer

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(KYC), customer relationship management (CRM), compliance, governance, accounting guidelines, HGB, IFRS, standing orders compliance, regulatory reporting, Basel II, Basel III, MaRisk, BCBS 239, MIFID I, MIFID II, MiFIR, Billing, leasing, BDSG, offshoring, master data management, data cleansing, demand management, cutover planning, system analysis

**Software:** Clarity, HP ALM, MS Dynamics CRM, MS Sharepoint, MS Project, Oracle, ORMB, SQL, SQL Server

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**Industrial sector:** IT services/bank

**Tasks:** Elaboration of a service portfolio for a bidding procedure, a solution document and a delivery model per application, stakeholder management

**Sales/Employees:**

12.011.570 Mio € / 5.588

**Subprocesses:** Evaluation, rating and criticality classification for each bank application, transition planning, stakeholder talks

**Term:** 06/2016 - 07/2016

**Role:** Business analyst

**Background:** Predictive maintenance, data warehouse (DWH), business intelligence (BI), enterprise resource planning (ERP), customer relationship management (CRM), governance, standing orders compliance, regulatory reporting, Basel II, Basel III, MaRisk, BCBS 239, MIFID I, MIFID II, MiFIR, Billing, BDSG, GDPR/DSGVO, migration, data center relocation, nearshoring, SAP Activate, Needs evaluation, software analysis, system analysis

**Project language:** German

**Software:** Hadoop, Informatica, Oracle, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP HANA, SAP S/4HANA, SAP IS-Banking, SAS, TREX

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**Industrial sector:** Authority

**Tasks:** Structuring and operational management of a digital asset management solution (DAM), user education, project planning, project steering, stakeholder management

**Mitarbeiter:** 850

**Term:** 09/2015 - 05/2016

**Subprocesses:** Transition planning, activity planning, resource planning, status reporting, progress tracking, stakeholder talks

**Role:** Project manager

**Project language:** German, french, english

**Background:** Business intelligence (BI), content management systems (CMS), customer relationship management (CRM), governance, v, Hermes, Software introduction, deployment planning, cutover planning, rollout planning, user education, system analysis

**Software:** Celum, MS Dynamics CRM, MS Sharepoint, MS Project, MS Power BI, SQL Server

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**Industrial sector:** Pharma

**Tasks:** Standards checking and assessing for deviations from specified standards and for accordance with regulatory terms, set-up of governance rules, governance process management, stakeholder management, quality management, risk management, process consulting, change management

**Sales/Employees:**

47.500 Mio € / 88.500

**Term:** 05/2014 - 08/2015

**Subprocesses:** Order clarification, role clarification, vendor validation, effort estimation, cost estimation, activity planning, resource planning, status reporting, stakeholder talks

**Role:** Business analyst

**Project language:** English, german

**Background:** Cloud computing (AWS, Azure), cloud architecture specification, big data (mass data), data warehouse (DWH), business intelligence (BI), enterprise application management (EAM), enterprise resource planning (ERP), know your

(KYC), customer relationship management (CRM), compliance, governance, accounting guidelines, HGB, IFRS, standing orders compliance, regulatory reporting, Basel II, Basel III, MaRisk, BCBS 239, MIFID I, MIFID II, MiFIR, Billing, leasing, BDSG, offshoring, master data management, data cleansing, demand management, cutover planning, system analysis

**Software:** Clarity, HP ALM, MS Dynamics CRM, MS Sharepoint, MS Project, Oracle, ORMB, SQL, SQL Server

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**Industrial sector:** IT services/bank

**Tasks:** Elaboration of a service portfolio for a bidding procedure, a solution document and a delivery model per application, stakeholder management

**Sales/Employees:**

12.011.570 Mio € / 5.588

**Subprocesses:** Evaluation, rating and criticality classification for each bank application, transition planning, stakeholder talks

**Term:** 06/2016 - 07/2016

**Role:** Business analyst

**Background:** Predictive maintenance, data warehouse (DWH), business intelligence (BI), enterprise resource planning (ERP), customer relationship management (CRM), governance, standing orders compliance, regulatory reporting, Basel II, Basel III, MaRisk, BCBS 239, MIFID I, MIFID II, MiFIR, Billing, BDSG, GDPR/DSGVO, migration, data center relocation, nearshoring, SAP Activate, Needs evaluation, software analysis, system analysis

**Project language:** German

**Software:** Hadoop, Informatica, Oracle, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP HANA, SAP S/4HANA, SAP IS-Banking, SAS, TREX

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**Industrial sector:** Authority

**Tasks:** Structuring and operational management of a digital asset management solution (DAM), user education, project planning, project steering, stakeholder management

**Mitarbeiter:** 850

**Term:** 09/2015 - 05/2016

**Subprocesses:** Transition planning, activity planning, resource planning, status reporting, progress tracking, stakeholder talks

**Role:** Project manager

**Project language:** German, french, english

**Background:** Business intelligence (BI), content management systems (CMS), customer relationship management (CRM), governance, v, Hermes, Software introduction, deployment planning, cutover planning, rollout planning, user education, system analysis

**Software:** Celum, MS Dynamics CRM, MS Sharepoint, MS Project, MS Power BI, SQL Server

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**Industrial sector:** Pharma

**Tasks:** Standards checking and assessing for deviations from specified standards and for accordance with regulatory terms, set-up of governance rules, governance process management, stakeholder management, quality management, risk management, process consulting, change management

**Sales/Employees:**

47.500 Mio € / 88.500

**Term:** 05/2014 - 08/2015

**Subprocesses:** Order clarification, role clarification, vendor validation, effort estimation, cost estimation, activity planning, resource planning, status reporting, stakeholder talks

**Role:** Business analyst

**Project language:** English, german

**Background:** Cloud computing (AWS, Azure), cloud architecture specification, big data (mass data), data warehouse (DWH), business intelligence (BI), enterprise application management (EAM), enterprise resource planning (ERP), know your

customer (KYC), customer relationship management (CRM), customer lifecycle management (CLM), governance, standing orders compliance, 21 CFR part 10, 21 CFR part 11, computer systems validation (CSV), GAMP5, ISO 62304, LIMS, GxP, migration, outsourcing, offshoring, SAP, Activate, ITIL, PRINCE2, IPMA, agile process models (Scrum, Kanban), BPMN, Needs evaluation, demand management, software evaluation, software integration, infrastructure planning, deployment planning, cutover planning, rollout planning, customizing templates, BC sets, switch framework, EHPs, business functions, business function sets

**Software:** Clarity, DOORS, HP ALM, JIRA, MS Dynamics CRM, MS Sharepoint, Oracle, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP HANA,, SAP S/4HANA, SAP HCM, SAP Hybris, SAP PLM, SAP SCM, SAP SRM, SAP SuccessFactors, SQL

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**Industrial sector:** IT services

**Sales/Employees:**  
242 Mio € / 967

**Term:** 10/2013 - 04/2014

**Role:** Project manager

**Project language:** German

**Tasks:** Structuring and operational management of a migration between different servers, hypervisors, operating systems, databases, data centers and towns. Flexibilisation of operative processes. Management of 15 coworkers, control of external service providers, project planning, project steering, stakeholder management, quality management, risk management

**Subprocesses:** Vendor validation, move management, effort estimation, cost estimation, activity planning, resource planning, earned value analysis, status monitoring, status reporting, progress tracking, stakeholder talks, stakeholder agreements, steering committee participation, project marketing, change request management

**Background:** Cloud computing (AWS, GCP), cloud architecture specification, data warehouse (DWH), business intelligence (BI), enterprise resource planning (ERP), customer relationship management (CRM), compliance, governance, accounting guidelines, HGB, IFRS, standing orders compliance, migration, data center relocation, outsourcing, ITIL, PRINCE2, IPMA, restructuring, master data management, data cleansing, elaboration of a quantity structure, infrastructure planning, deployment planning, cutover planning, rollout planning, migmon, migration design

**Software:** Confluence, DB/2, JIRA, MS Sharepoint, MS Project, MS Lync, Oracle, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP HANA, SAP IS-Banking, SQL, TREX

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**Industrial sector:** Software manufacturer

**Sales/Employees:**  
39.000 Mio € / 66.000

**Term:** 06/2012 - 09/2013

**Role:** Multi project manager (interim), programme manager (interim)

**Project language:** English, german, spanish, french

**Tasks:** Restructuring and operational management of a profitable self-service cloud environment. Strategic interface on a global scale. Overall responsibility for project progress and customer hand-over in private clouds. Ensuring customer satisfaction. Strive for competitive advantages. Management of 100 coworkers worldwide, selection and control of external service providers and suppliers, PMO establishment, restructuring of a permanent operating structure, process restructuring

**Subprocesses:** Order clarification, role clarification, elaboration of requests for proposal (RfP) and specifications, vendor validation, product validation, organization of service transfer processes, mediation, effort estimation, cost estimation, activity planning, resource planning, status tracking, status monitoring, status reporting, progress tracking, project controlling, earned value management, stakeholder talks, stakeholder agreements, stakeholder communication, steering committee participation, project marketing, service delivery management, SLA management, change request management, claim management, knowledge management

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customer (KYC), customer relationship management (CRM), customer lifecycle management (CLM), governance, standing orders compliance, 21 CFR part 10, 21 CFR part 11, computer systems validation (CSV), GAMP5, ISO 62304, LIMS, GxP, migration, outsourcing, offshoring, SAP, Activate, ITIL, PRINCE2, IPMA, agile process models (Scrum, Kanban), BPMN, Needs evaluation, demand management, software evaluation, software integration, infrastructure planning, deployment planning, cutover planning, rollout planning, customizing templates, BC sets, switch framework, EHPs, business functions, business function sets

**Software:** Clarity, DOORS, HP ALM, JIRA, MS Dynamics CRM, MS Sharepoint, Oracle, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP HANA,, SAP S/4HANA, SAP HCM, SAP Hybris, SAP PLM, SAP SCM, SAP SRM, SAP SuccessFactors, SQL

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**Industrial sector:** IT services

**Sales/Employees:**

242 Mio € / 967

**Term:** 10/2013 - 04/2014

**Role:** Project manager

**Project language:** German

**Tasks:** Structuring and operational management of a migration between different servers, hypervisors, operating systems, databases, data centers and towns. Flexibilisation of operative processes. Management of 15 coworkers, control of external service providers, project planning, project steering, stakeholder management, quality management, risk management

**Subprocesses:** Vendor validation, move management, effort estimation, cost estimation, activity planning, resource planning, earned value analysis, status monitoring, status reporting, progress tracking, stakeholder talks, stakeholder agreements, steering committee participation, project marketing, change request management

**Background:** Cloud computing (AWS, GCP), cloud architecture specification, data warehouse (DWH), business intelligence (BI), enterprise resource planning (ERP), customer relationship management (CRM), compliance, governance, accounting guidelines, HGB, IFRS, standing orders compliance, migration, data center relocation, outsourcing, ITIL, PRINCE2, IPMA, restructuring, master data management, data cleansing, elaboration of a quantity structure, infrastructure planning, deployment planning, cutover planning, rollout planning, migmon, migration design

**Software:** Confluence, DB/2, JIRA, MS Sharepoint, MS Project, MS Lync, Oracle, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP HANA, SAP IS-Banking, SQL, TREX

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**Industrial sector:** Software manufacturer

**Sales/Employees:**

39.000 Mio € / 66.000

**Term:** 06/2012 - 09/2013

**Role:** Multi project manager (interim), programme manager (interim)

**Project language:** English, german, spanish, french

**Tasks:** Restructuring and operational management of a profitable self-service cloud environment. Strategic interface on a global scale. Overall responsibility for project progress and customer hand-over in private clouds. Ensuring customer satisfaction. Strive for competitive advantages. Management of 100 coworkers worldwide, selection and control of external service providers and suppliers, PMO establishment, restructuring of a permanent operating structure, process restructuring

**Subprocesses:** Order clarification, role clarification, elaboration of requests for proposal (RfP) and specifications, vendor validation, product validation, organization of service transfer processes, mediation, effort estimation, cost estimation, activity planning, resource planning, status tracking, status monitoring, status reporting, progress tracking, project controlling, earned value management, stakeholder talks, stakeholder agreements, stakeholder communication, steering committee participation, project marketing, service delivery management, SLA management, change request management, claim management, knowledge management

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**Background:** Cloud computing, cloud architecture specification, cloud templates, solution cluster, private cloud, public cloud, 3rd party clouds, big data (mass data), Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS), predictive maintenance, data warehouse (DWH), business intelligence (BI), enterprise application management (EAM), enterprise resource planning (ERP), customer relationship management (CRM), customer lifecycle management (CLM), predictive analysis, compliance, governance, accounting guidelines, HGB, IFRS, migration, outsourcing, offshoring, ITIL, PRINCE2, IPMA, agile process models (Scrum, Kanban), BPMN, mergers & acquisitions, carve-out, restructuring, post Merger Integration, post merger transformation, master data management, data cleansing, needs evaluation, demand management, software evaluation, software introduction, software integration, infrastructure planning, infrastructure management, architecture management, architecture optimization, architecture simplification, deployment planning, cutover planning, rollout planning

**Software:** Confluence, DB/2, JIRA, MS Sharepoint, MS Project, MS Lync, Oracle, SAP Ariba, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP GRC, SAP HANA, SAP HCM, SAP Hybris, SAP IS-A, SAP IS-AD, SAP IS-Banking, SAP IS-DFPS, SAP IS-FS, SAP IS-H, SAP IS-MP, SAP IS-OIL, SAP IS-PS, SAP IS-RE, SAP IS-T, SAP IS-U, SAP PLM, SAP SCM, SAP Solution Manager, SAP SRM, SAP SuccessFactors, SQL, TREX

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**Industrial sector:** Bank

**Sales/Employees:**

20.000 Mio € / 1.000

**Term:** 01/2012 - 05/2012

**Role:** Project manager

**Project language:** German, english

**Tasks:** Replacement of a legacy application by building of a new data warehouse with expanded functionality, stakeholder management, quality management, risk management, process structuring

**Subprocesses:** Stakeholder talks, change request management

**Background:** Data warehouse (DWH), business intelligence (BI), ETL, data quality, customer relationship management (CRM), analytic CRM, operational CRM, customer segmentation, scoring, remarketing, customer lifetime value analysis, customer potential analysis, customer segmentation, compliance, governance, accounting guidelines, HGB, IFRS, Basel II, Basel III, MaRisk, outsourcing, ITIL, PRINCE2, IPMA, BPMN, master data management, data cleansing, elaboration of complex ETL paths (mappings) and SAP link-ups, troubleshooting, software integration, infrastructure planning, deployment planning

**Software:** Confluence, Informatica, JIRA, MS Sharepoint, MS Project, Oracle, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SQL

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**Industrial sector:** Wholesale & retail

**Sales/Employees:**

41.300 Mio € / 306.000

**Term:** 11/2011 - 12/2011

**Role:** Project manager

**Project language:** German, english

**Tasks:** Preparation of server migrations, migration planning, project planning, stakeholder management

**Subprocesses:** SLA management, change request management

**Background:** Cloud computing, cloud architecture specification, data warehouse (DWH), business intelligence (BI), enterprise resource planning (ERP), know your customer (KYC), customer relationship management (CRM), outsourcing, ITIL, PRINCE2, IPMA, SAP link-ups, troubleshooting, customizing, administration, authorizations, software integration, infrastructure planning, deployment planning, certificates, SSO, system copies, client copies, portal

**Software:** MS Dynamics CRM, MS Sharepoint, MS Project, MS Lync, Oracle, SAP BI, SAP, BI-IP, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP SEM-BCS, SAP SEM-BPS

**Background:** Cloud computing, cloud architecture specification, cloud templates, solution cluster, private cloud, public cloud, 3rd party clouds, big data (mass data), Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS), predictive maintenance, data warehouse (DWH), business intelligence (BI), enterprise application management (EAM), enterprise resource planning (ERP), customer relationship management (CRM), customer lifecycle management (CLM), predictive analysis, compliance, governance, accounting guidelines, HGB, IFRS, migration, outsourcing, offshoring, ITIL, PRINCE2, IPMA, agile process models (Scrum, Kanban), BPMN, mergers & acquisitions, carve-out, restructuring, post Merger Integration, post merger transformation, master data management, data cleansing, needs evaluation, demand management, software evaluation, software introduction, software integration, infrastructure planning, infrastructure management, architecture management, architecture optimization, architecture simplification, deployment planning, cutover planning, rollout planning

**Software:** Confluence, DB/2, JIRA, MS Sharepoint, MS Project, MS Lync, Oracle, SAP Ariba, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP GRC, SAP HANA, SAP HCM, SAP Hybris, SAP IS-A, SAP IS-AD, SAP IS-Banking, SAP IS-DFPS, SAP IS-FS, SAP IS-H, SAP IS-MP, SAP IS-OIL, SAP IS-PS, SAP IS-RE, SAP IS-T, SAP IS-U, SAP PLM, SAP SCM, SAP Solution Manager, SAP SRM, SAP SuccessFactors, SQL, TREX

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**Industrial sector:** Bank

**Sales/Employees:**

20.000 Mio € / 1.000

**Term:** 01/2012 - 05/2012

**Role:** Project manager

**Project language:** German, english

**Tasks:** Replacement of a legacy application by building of a new data warehouse with expanded functionality, stakeholder management, quality management, risk management, process structuring

**Subprocesses:** Stakeholder talks, change request management

**Background:** Data warehouse (DWH), business intelligence (BI), ETL, data quality, customer relationship management (CRM), analytic CRM, operational CRM, customer segmentation, scoring, remarketing, customer lifetime value analysis, customer potential analysis, customer segmentation, compliance, governance, accounting guidelines, HGB, IFRS, Basel II, Basel III, MaRisk, outsourcing, ITIL, PRINCE2, IPMA, BPMN, master data management, data cleansing, elaboration of complex ETL paths (mappings) and SAP link-ups, troubleshooting, software integration, infrastructure planning, deployment planning

**Software:** Confluence, Informatica, JIRA, MS Sharepoint, MS Project, Oracle, SAP BI, SAP BO, SAP BW, SAP CRM, SAP ERP, SQL

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**Industrial sector:** Wholesale & retail

**Sales/Employees:**

41.300 Mio € / 306.000

**Term:** 11/2011 - 12/2011

**Role:** Project manager

**Project language:** German, english

**Tasks:** Preparation of server migrations, migration planning, project planning, stakeholder management

**Subprocesses:** SLA management, change request management

**Background:** Cloud computing, cloud architecture specification, data warehouse (DWH), business intelligence (BI), enterprise resource planning (ERP), know your customer (KYC), customer relationship management (CRM), outsourcing, ITIL, PRINCE2, IPMA, SAP link-ups, troubleshooting, customizing, administration, authorizations, software integration, infrastructure planning, deployment planning, certificates, SSO, system copies, client copies, portal

**Software:** MS Dynamics CRM, MS Sharepoint, MS Project, MS Lync, Oracle, SAP BI, SAP, BI-IP, SAP BO, SAP BW, SAP CRM, SAP ERP, SAP SEM-BCS, SAP SEM-BPS

**Industrial sector:** Pharmaceutical industry  
**Tasks:** Planning of software modifications and new installations, PMO establishment, migration planning, project planning, stakeholder management

**Sales/Employees:** 9.192 Mio € / 149.351  
**Subprocesses:** Project controlling, stakeholder communication, project marketing, knowledge management

**Term:** 09/2011 - 10/2011  
**Background:** Cloud computing, cloud architecture specification, standing orders compliance, 21 CFR part 10, 21 CFR part 11, computer systems validation (CSV), GAMP5, ISO 62304, LIMS, GxP, outsourcing, ITIL, PRINCE2, IPMA, master data management, data cleansing, demand management, rollout planning, release change, module introduction

**Role:** PMO, project manager  
**Software:** MS Dynamics CRM, MS Sharepoint, MS Project, Oracle, SAP BW, SAP ERP, SAP SEM-BCS

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**Industrial sector:** Pharmaceutical industry  
**Tasks:** Elaboration of a corporation-wide software introduction from scratch (>10.000 Users worldwide), selection and control of external service providers, CRM introduction, project planning, stakeholder management, process structuring

**Sales/Employees:** 36.500 Mio € / 111.400  
**Subprocesses:** Order clarification, role clarification, consolidation of departmental requests, demand assessment, elaboration of requests for proposal (RfP) and specifications, vendor validation, sequence planning, milestone planning, status tracking, status monitoring, status reporting, progress tracking, environment analysis, stakeholder analysis, stakeholder talks, steering committee participation, risk analysis

**Term:** 12/2010 - 09/2011  
**Background:** Cloud computing, cloud architecture specification, cmdb, enterprise application management (EAM), customer relationship management (CRM), standing orders compliance, 21 CFR part 10, 21 CFR part 11, computer systems validation (CSV), GAMP5, ISO 62304, LIMS, GxP, outsourcing, PRINCE2, IPMA, agile process models (Scrum, Kanban), BPMN, master data management, data cleansing, needs evaluation, demand management, software evaluation, software introduction, software integration, rollout planning, release change, module introduction

**Role:** Project manager, consultant  
**Software:** MS Dynamics CRM, MS Sharepoint, MS Project, MS Lync, Salesforce, SAP CRM, SAP HCM, SAP Solution Manager, SQL

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**Industrial sector:** Authority  
**Tasks:** Elaboration and management of a server farm migration, management of 25 coworkers, control of external service providers and contractors, migration planning, project planning, stakeholder management, risk management

**Mitarbeiter:** 800  
**Subprocesses:** Demand assessment, vendor validation, move management, mediation, activity planning, resource planning, milestone planning, change request management

**Term:** 07/2010 - 11/2010  
**Background:** Data warehouse (DWH), business intelligence (BI), ETL, data quality, migration, ITIL, PRINCE2, IPMA, Hermes, agile process models (Scrum, Kanban), Needs evaluation, demand management, software evaluation, software introduction, software integration, infrastructure planning, infrastructure management, deployment planning, cutover planning, rollout planning, selection of architecture, application design, XML processing

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**Industrial sector:** Pharmaceutical industry  
**Tasks:** Planning of software modifications and new installations, PMO establishment, migration planning, project planning, stakeholder management

**Sales/Employees:** 9.192 Mio € / 149.351  
**Subprocesses:** Project controlling, stakeholder communication, project marketing, knowledge management

**Term:** 09/2011 - 10/2011  
**Background:** Cloud computing, cloud architecture specification, standing orders compliance, 21 CFR part 10, 21 CFR part 11, computer systems validation (CSV), GAMP5, ISO 62304, LIMS, GxP, outsourcing, ITIL, PRINCE2, IPMA, master data management, data cleansing, demand management, rollout planning, release change, module introduction

**Role:** PMO, project manager  
**Software:** MS Dynamics CRM, MS Sharepoint, MS Project, Oracle, SAP BW, SAP ERP, SAP SEM-BCS

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**Industrial sector:** Pharmaceutical industry  
**Tasks:** Elaboration of a corporation-wide software introduction from scratch (>10.000 Users worldwide), selection and control of external service providers, CRM introduction, project planning, stakeholder management, process structuring

**Sales/Employees:** 36.500 Mio € / 111.400  
**Subprocesses:** Order clarification, role clarification, consolidation of departmental requests, demand assessment, elaboration of requests for proposal (RfP) and specifications, vendor validation, sequence planning, milestone planning, status tracking, status monitoring, status reporting, progress tracking, environment analysis, stakeholder analysis, stakeholder talks, steering committee participation, risk analysis

**Term:** 12/2010 - 09/2011  
**Background:** Cloud computing, cloud architecture specification, cmdb, enterprise application management (EAM), customer relationship management (CRM), standing orders compliance, 21 CFR part 10, 21 CFR part 11, computer systems validation (CSV), GAMP5, ISO 62304, LIMS, GxP, outsourcing, PRINCE2, IPMA, agile process models (Scrum, Kanban), BPMN, master data management, data cleansing, needs evaluation, demand management, software evaluation, software introduction, software integration, rollout planning, release change, module introduction

**Role:** Project manager, consultant  
**Software:** MS Dynamics CRM, MS Sharepoint, MS Project, MS Lync, Salesforce, SAP CRM, SAP HCM, SAP Solution Manager, SQL

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**Industrial sector:** Authority  
**Tasks:** Elaboration and management of a server farm migration, management of 25 coworkers, control of external service providers and contractors, migration planning, project planning, stakeholder management, risk management

**Mitarbeiter:** 800  
**Subprocesses:** Demand assessment, vendor validation, move management, mediation, activity planning, resource planning, milestone planning, change request management

**Term:** 07/2010 - 11/2010  
**Background:** Data warehouse (DWH), business intelligence (BI), ETL, data quality, migration, ITIL, PRINCE2, IPMA, Hermes, agile process models (Scrum, Kanban), Needs evaluation, demand management, software evaluation, software introduction, software integration, infrastructure planning, infrastructure management, deployment planning, cutover planning, rollout planning, selection of architecture, application design, XML processing

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**Software:** Informatica, Oracle, SAS, SQL

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**Industrial sector:** Pharmaceutical industry

**Sales/Employees:**  
28.000 Mio € / 96.500

**Term:** 09/2009 - 06/2010

**Role:** Multi project manager, consultant

**Project language:** German, english

**Tasks:** Dissolution of a joint venture. Qualified separation of the common data pool under consideration of pharma regulatory and legal requirements. Breaking new ground as no course of action known. Planning, development and management of adjustments of the CRM data warehouse and the related reporting system of, sales management of the parent company., project planning, project steering, stakeholder management, quality management, risk management

**Subprocesses:** Order clarification, role clarification, schedule planning, sequence planning, activity planning, resource planning, stakeholder talks, stakeholder agreements, SLA management, change request management

**Background:** Data warehouse (DWH), business intelligence (BI), ETL, data quality, know your customer (KYC), customer relationship management (CRM), analytic CRM, operational CRM, scoring, customer lifecycle management (CLM), predictive analysis, standing orders compliance, 21 CFR part 10, 21 CFR part 11, biostatistics, clinical data management, computer systems validation (CSV), GAMP5, ISO 62304, LIMS, GxP, ITIL, PRINCE2, IPMA, master data management, data cleansing, SAP link-ups, customizing, authorizations, infrastructure planning, infrastructure management, deployment planning, cutover planning, rollout planning, selection of architecture, application design, data modeling, XML processing, technical specification, standard setting, software analysis, design reviews, process chains, transports, extractors, reporting

**Software:** Informatica, MS Project, Oracle, saletelligence, SAP BW, Sequenom TyperAnalyzer, Sequenom TyperAnalyzer, SQL

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**Industrial sector:** Wholesale & retail

**Sales/Employees:**  
7.903 Mio € / 15.220

**Term:** 07/2009 - 08/2009

**Role:** Consultant (interim)

**Project language:** German

**Tasks:** Stakeholder management

**Subprocesses:** Demand assessment, mediation, status tracking, status monitoring, status reporting, stakeholder talks, stakeholder agreements, change request management

**Background:** Enterprise resource planning (ERP), SAP link-ups, tuning, needs evaluation, demand management, infrastructure planning, infrastructure management, deployment planning, cutover planning, rollout planning, release change, software analysis, code reviews, process chains, transports, extractors, module support, module tests

**Software:** DB/2, SAP BW, SAP ERP, SAP Financial Basis, SAP NetWeaver, SAP PI, SAP Solution Manager, SAP XI, SQL, TREX

**Software:** Informatica, Oracle, SAS, SQL

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**Industrial sector:** Pharmaceutical industry

**Sales/Employees:**  
28.000 Mio € / 96.500

**Term:** 09/2009 - 06/2010

**Role:** Multi project manager, consultant

**Project language:** German, english

**Tasks:** Dissolution of a joint venture. Qualified separation of the common data pool under consideration of pharma regulatory and legal requirements. Breaking new ground as no course of action known. Planning, development and management of adjustments of the CRM data warehouse and the related reporting system of, sales management of the parent company., project planning, project steering, stakeholder management, quality management, risk management

**Subprocesses:** Order clarification, role clarification, schedule planning, sequence planning, activity planning, resource planning, stakeholder talks, stakeholder agreements, SLA management, change request management

**Background:** Data warehouse (DWH), business intelligence (BI), ETL, data quality, know your customer (KYC), customer relationship management (CRM), analytic CRM, operational CRM, scoring, customer lifecycle management (CLM), predictive analysis, standing orders compliance, 21 CFR part 10, 21 CFR part 11, biostatistics, clinical data management, computer systems validation (CSV), GAMP5, ISO 62304, LIMS, GxP, ITIL, PRINCE2, IPMA, master data management, data cleansing, SAP link-ups, customizing, authorizations, infrastructure planning, infrastructure management, deployment planning, cutover planning, rollout planning, selection of architecture, application design, data modeling, XML processing, technical specification, standard setting, software analysis, design reviews, process chains, transports, extractors, reporting

**Software:** Informatica, MS Project, Oracle, saletelligence, SAP BW, Sequenom TyperAnalyzer, Sequenom TyperAnalyzer, SQL

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**Industrial sector:** Wholesale & retail

**Sales/Employees:**  
7.903 Mio € / 15.220

**Term:** 07/2009 - 08/2009

**Role:** Consultant (interim)

**Project language:** German

**Tasks:** Stakeholder management

**Subprocesses:** Demand assessment, mediation, status tracking, status monitoring, status reporting, stakeholder talks, stakeholder agreements, change request management

**Background:** Enterprise resource planning (ERP), SAP link-ups, tuning, needs evaluation, demand management, infrastructure planning, infrastructure management, deployment planning, cutover planning, rollout planning, release change, software analysis, code reviews, process chains, transports, extractors, module support, module tests

**Software:** DB/2, SAP BW, SAP ERP, SAP Financial Basis, SAP NetWeaver, SAP PI, SAP Solution Manager, SAP XI, SQL, TREX

**Industrial sector:** Bank

**Tasks:** Migration planning, stakeholder management, quality management

**Sales/Employees:**

2.900 Mio € / 682

**Subprocesses:** Move management, status reporting, stakeholder talks, stakeholder agreements

**Term:** 02/2009 - 06/2009

**Role:** Project manager

**Project language:** English

**Background:** Data warehouse (DWH), business intelligence (BI), ETL, data quality, know your customer (KYC), customer relationship management (CRM), analytic CRM, operational CRM, accounting guidelines, HGB, IFRS, billing, leasing, migration, outsourcing, offshoring, ITIL, PRINCE2, IPMA, master data management, data cleansing, elaboration of complex ETL paths (mappings), quantity structure, data protection plan, contingency plan, fallback plan and run book. Needs evaluation, demand management, infrastructure management, deployment planning, cutover planning, rollout planning, car data management, archiving systems, selection of architecture, application design, data modeling, software analysis, code reviews, process chains, module support, migration design, module tests, configuration management, authorization concept, user management concept

**Software:** Informatica, Informix, Ingres, MS Dynamics CRM, MS Project, SQL

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**Industrial sector:** Industry

**Sales/Employees:**

12.663 Mio € / 51.908

**Term:** 07/2007 - 01/2009

**Role:** Multi project manager

**Project language:** English

**Tasks:** Introduction of a group accounting and planning application against the background of a post merger situation. Strategic interface function at global and local operational scale. Ensuring transformation and project results. Coordination of the involved group departments, business areas and contractual partners. Management of 120 coworkers, project size: >5.000 users, 9-figure budget. Management of external service providers. Restructuring of a permanent operating structure

**Subprocesses:** Order clarification, role clarification, vendor validation, move management, organization of service transfer processes, mediation, activity planning, resource planning, milestone planning, status tracking, status monitoring, status reporting, progress tracking, stakeholder talks, stakeholder agreements, service delivery management, SLA management, change request management, claim management

**Background:** Data warehouse (DWH), business intelligence (BI), ETL, data quality, accounting guidelines, HGB, IFRS, migration, outsourcing, offshoring, ITIL, BPMN, mergers & acquisitions, carve-out, restructuring, post merger integration, post merger transformation, master data management, data cleansing, SAP link-ups, troubleshooting, tuning, customizing, administration, authorizations, software introduction, software integration, infrastructure planning, infrastructure management, deployment planning, cutover planning, rollout planning, certificates, release change, system copies, client copies, design reviews, process chains, transports, extractors, system analysis, portal, preliminary corrections, authorization concept, user management concept, transport concept

**Software:** MS Project, Oracle, SAP, BI-IP, SAP BW, SAP ERP, SAP Financial Basis, SAP NetWeaver, SAP SEM-BCS, SAP SEM-BPS, SAP Solution Manager, SQL

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**Industrial sector:** Bank

**Sales/Employees:**

434.500 Mio € / 21.999

**Tasks:** Restructuring of a data warehouse for fulfillment of regulatory requirements, Management of 15 coworkers, control of external service providers, project planning, project steering, stakeholder management, risk management, process structuring, change management

**Subprocesses:** Order clarification, role clarification, vendor validation, organization of

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**Industrial sector:** Bank

**Tasks:** Migration planning, stakeholder management, quality management

**Sales/Employees:**  
2.900 Mio € / 682

**Subprocesses:** Move management, status reporting, stakeholder talks, stakeholder agreements

**Term:** 02/2009 - 06/2009

**Role:** Project manager

**Project language:** English

**Background:** Data warehouse (DWH), business intelligence (BI), ETL, data quality, know your customer (KYC), customer relationship management (CRM), analytic CRM, operational CRM, accounting guidelines, HGB, IFRS, billing, leasing, migration, outsourcing, offshoring, ITIL, PRINCE2, IPMA, master data management, data cleansing, elaboration of complex ETL paths (mappings), quantity structure, data protection plan, contingency plan, fallback plan and run book. Needs evaluation, demand management, infrastructure management, deployment planning, cutover planning, rollout planning, car data management, archiving systems, selection of architecture, application design, data modeling, software analysis, code reviews, process chains, module support, migration design, module tests, configuration management, authorization concept, user management concept

**Software:** Informatica, Informix, Ingres, MS Dynamics CRM, MS Project, SQL

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**Industrial sector:** Industry

**Tasks:** Introduction of a group accounting and planning application against the background of a post merger situation. Strategic interface function at global and local operational scale. Ensuring transformation and project results. Coordination of the involved group departments, business areas and contractual partners. Management of 120 coworkers, project size: >5.000 users, 9-figure budget. Management of external service providers. Restructuring of a permanent operating structure

**Sales/Employees:**  
12.663 Mio € / 51.908

**Term:** 07/2007 - 01/2009

**Role:** Multi project manager

**Project language:** English

**Subprocesses:** Order clarification, role clarification, vendor validation, move management, organization of service transfer processes, mediation, activity planning, resource planning, milestone planning, status tracking, status monitoring, status reporting, progress tracking, stakeholder talks, stakeholder agreements, service delivery management, SLA management, change request management, claim management

**Background:** Data warehouse (DWH), business intelligence (BI), ETL, data quality, accounting guidelines, HGB, IFRS, migration, outsourcing, offshoring, ITIL, BPMN, mergers & acquisitions, carve-out, restructuring, post merger integration, post merger transformation, master data management, data cleansing, SAP link-ups, troubleshooting, tuning, customizing, administration, authorizations, software introduction, software integration, infrastructure planning, infrastructure management, deployment planning, cutover planning, rollout planning, certificates, release change, system copies, client copies, design reviews, process chains, transports, extractors, system analysis, portal, preliminary corrections, authorization concept, user management concept, transport concept

**Software:** MS Project, Oracle, SAP, BI-IP, SAP BW, SAP ERP, SAP Financial Basis, SAP NetWeaver, SAP SEM-BCS, SAP SEM-BPS, SAP Solution Manager, SQL

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**Industrial sector:** Bank

**Tasks:** Restructuring of a data warehouse for fulfillment of regulatory requirements, Management of 15 coworkers, control of external service providers, project planning, project steering, stakeholder management, risk management, process structuring, change management

**Sales/Employees:**  
434.500 Mio € / 21.999

**Subprocesses:** Order clarification, role clarification, vendor validation, organization of

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**Term:** 01/2007 - 06/2007      service transfer processes, status reporting, stakeholder talks, service delivery management, SLA management, change request management

**Role:** Project manager

**Project language:** German, english      **Background:** Data warehouse (DWH), business intelligence (BI), ETL, data quality, accounting guidelines, HGB, IFRS, standing orders compliance, regulatory reporting, Basel II, Basel III, MaRisk, MIFID I, BPMN, master data management, data cleansing, SAP link-ups, tuning

**Software:** ARIS, DB/2, Informatica, MS Dynamics CRM, MS Project, SAP BW, SAP ERP, SQL

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**Industrial sector:** Telco      **Tasks:** Analysis, development and consolidation of several very big databases (customers, production planning), CRM introduction, stakeholder management, quality management

**Sales/Employees:** 2.516 Mio € / 4.890

**Term:** 02/2006 - 12/2006      **Subprocesses:** Order clarification, role clarification, analysis of redundant processes, demand assessment, cost benefit analysis, utilizable value analysis, status reporting, stakeholder talks, stakeholder agreements, change request management

**Role:** Project manager

**Project language:** German      **Background:** Big data (mass data), data warehouse (DWH), business intelligence (BI), ETL, know your customer (KYC), customer relationship management (CRM), analytic CRM, operational CRM, scoring, customer lifetime value analysis, customer potential analysis, customer segmentation, predictive analysis, online marketing, billing, master data management, data cleansing, tuning, release change, system copies, client copies, software installation, software configuration

**Software:** Cognos, Informatica, MS Project, Oracle, PL/SQL, SAP BW, SAP ERP, SAS, SQL

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**Industrial sector:** Telco      **Tasks:** Analysis, development and migration of existing CRM solutions based on data warehouse data

**Sales/Employees:** 2.800 Mio € / 5.300      **Subprocesses:** Order clarification, role clarification, demand assessment, stakeholder talks

**Term:** 10/2005 - 01/2006      **Background:** Big data (mass data), data warehouse (DWH), business intelligence (BI), ETL, scoring, predictive analysis, online marketing, Billing, master data management, data cleansing, elaboration of complex ETL paths (mappings), SAP link-ups, tuning, needs evaluation, demand management, reporting

**Role:** Consultant

**Project language:** German      **Software:** Informatica, MicroStrategy, Oracle, SQL

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**Industrial sector:** Consulting      **Tasks:** Comparison and assessment of data warehouse-suites and ETL tools for a market survey

**Sales/Employees:**      **Subprocesses:** Analysis, evaluation and rating of business applications, vendor validation

**Term:** 09/2005 - 09/2006      **Background:** Data warehouse (DWH), business intelligence (BI), ETL, Software analysis, system analysis

**Role:** Consultant

**Project language:** German      **Software:** Ascential, Business Objects, Cognos, Hummingbird, IBM, Informatica, MS

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**Term:** 01/2007 - 06/2007      service transfer processes, status reporting, stakeholder talks, service delivery management, SLA management, change request management

**Role:** Project manager

**Project language:** German, english      **Background:** Data warehouse (DWH), business intelligence (BI), ETL, data quality, accounting guidelines, HGB, IFRS, standing orders compliance, regulatory reporting, Basel II, Basel III, MaRisk, MIFID I, BPMN, master data management, data cleansing, SAP link-ups, tuning

**Software:** ARIS, DB/2, Informatica, MS Dynamics CRM, MS Project, SAP BW, SAP ERP, SQL

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**Industrial sector:** Telco      **Tasks:** Analysis, development and consolidation of several very big databases (customers, production planning), CRM introduction, stakeholder management, quality management

**Sales/Employees:** 2.516 Mio € / 4.890

**Term:** 02/2006 - 12/2006      **Subprocesses:** Order clarification, role clarification, analysis of redundant processes, demand assessment, cost benefit analysis, utilizable value analysis, status reporting, stakeholder talks, stakeholder agreements, change request management

**Role:** Project manager

**Project language:** German      **Background:** Big data (mass data), data warehouse (DWH), business intelligence (BI), ETL, know your customer (KYC), customer relationship management (CRM), analytic CRM, operational CRM, scoring, customer lifetime value analysis, customer potential analysis, customer segmentation, predictive analysis, online marketing, billing, master data management, data cleansing, tuning, release change, system copies, client copies, software installation, software configuration

**Software:** Cognos, Informatica, MS Project, Oracle, PL/SQL, SAP BW, SAP ERP, SAS, SQL

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**Industrial sector:** Telco      **Tasks:** Analysis, development and migration of existing CRM solutions based on data warehouse data

**Sales/Employees:** 2.800 Mio € / 5.300      **Subprocesses:** Order clarification, role clarification, demand assessment, stakeholder talks

**Term:** 10/2005 - 01/2006      **Background:** Big data (mass data), data warehouse (DWH), business intelligence (BI), ETL, scoring, predictive analysis, online marketing, Billing, master data management, data cleansing, elaboration of complex ETL paths (mappings), SAP link-ups, tuning, needs evaluation, demand management, reporting

**Role:** Consultant

**Project language:** German      **Software:** Informatica, MicroStrategy, Oracle, SQL

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**Industrial sector:** Consulting      **Tasks:** Comparison and assessment of data warehouse-suites and ETL tools for a market survey

**Sales/Employees:**

**Term:** 09/2005 - 09/2006      **Subprocesses:** Analysis, evaluation and rating of business applications, vendor validation

**Role:** Consultant      **Background:** Data warehouse (DWH), business intelligence (BI), ETL, Software analysis, system analysis

**Project language:** German      **Software:** Ascential, Business Objects, Cognos, Hummingbird, IBM, Informatica, MS

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Dynamics CRM, MicroStrategy, Oracle, Sagent, SAND, SAP BW, SAS, Teradata

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**Industrial sector:** Consulting      **Tasks:** Comparison and assessment of different data warehouse variants for public services

**Sales/Employees:**      **Subprocesses:** Consolidation of customer requirements, analysis, evaluation and rating of different environment variants, demand assessment

**Term:** 08/2005 - 09/2005

**Role:** Consultant      **Background:** Data warehouse (DWH), business intelligence (BI), Needs evaluation, software analysis, system analysis

**Project language:** German      **Software:** MS Dynamics CRM, Oracle, Postgres

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**Industrial sector:** IT services      **Tasks:** Analysis and elimination of project-endangering vulnerabilities in the central production environment, stakeholder management, risk management

**Sales/Employees:** 7.300 Mio € / 62.621      **Subprocesses:** Consolidation of subproject activities, organization of service transfer processes, user consulting, SLA management

**Term:** 09/2004 - 08/2005

**Role:** Project manager, consultant      **Background:** Big data (mass data), data warehouse (DWH), business intelligence (BI), ITIL, SAP link-ups, tuning, administration, infrastructure planning, infrastructure management, deployment planning, cutover planning, rollout planning, release change, authorization concept, process control

**Project language:** German      **Software:** Informatica, MS Project, Oracle, PL/SQL, SAP BW, SAP ERP, SQL

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**Industrial sector:** Reinsurance      **Tasks:** Application development, migration planning, CRM introduction

**Sales/Employees:** 38.012 Mio € / 3.696      **Subprocesses:** Consolidation of departmental requests, analysis of structured products, demand assessment, change request management

**Term:** 06/2004 - 08/2004

**Role:** Consultant      **Background:** Big data (mass data), data warehouse (DWH), ETL, standing orders compliance, Basel II, MaRisk, ITIL, Hermes, elaboration of complex ETL paths (mappings) and SAP link-ups. Tuning, release change, data modeling, job control

**Project language:** German, english      **Software:** Business Objects, Informatica, Oracle, PL/SQL, SQL

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Dynamics CRM, MicroStrategy, Oracle, Sagent, SAND, SAP BW, SAS, Teradata

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**Industrial sector:** Consulting      **Tasks:** Comparison and assessment of different data warehouse variants for public services

**Sales/Employees:**      **Subprocesses:** Consolidation of customer requirements, analysis, evaluation and rating of different environment variants, demand assessment

**Term:** 08/2005 - 09/2005

**Role:** Consultant      **Background:** Data warehouse (DWH), business intelligence (BI), Needs evaluation, software analysis, system analysis

**Project language:** German      **Software:** MS Dynamics CRM, Oracle, Postgres

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**Industrial sector:** IT services      **Tasks:** Analysis and elimination of project-endangering vulnerabilities in the central production environment, stakeholder management, risk management

**Sales/Employees:**      **Subprocesses:** Consolidation of subproject activities, organization of service transfer processes, user consulting, SLA management

7.300 Mio € / 62.621

**Term:** 09/2004 - 08/2005

**Role:** Project manager, consultant      **Background:** Big data (mass data), data warehouse (DWH), business intelligence (BI), ITIL, SAP link-ups, tuning, administration, infrastructure planning, infrastructure management, deployment planning, cutover planning, rollout planning, release change, authorization concept, process control

**Project language:** German      **Software:** Informatica, MS Project, Oracle, PL/SQL, SAP BW, SAP ERP, SQL

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**Industrial sector:** Reinsurance      **Tasks:** Application development, migration planning, CRM introduction

**Sales/Employees:**      **Subprocesses:** Consolidation of departmental requests, analysis of structured products, demand assessment, change request management

38.012 Mio € / 3.696

**Term:** 06/2004 - 08/2004

**Role:** Consultant      **Background:** Big data (mass data), data warehouse (DWH), ETL, standing orders compliance, Basel II, MaRisk, ITIL, Hermes, elaboration of complex ETL paths (mappings) and SAP link-ups. Tuning, release change, data modeling, job control

**Project language:** German, english      **Software:** Business Objects, Informatica, Oracle, PL/SQL, SQL

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**Industrial sector:** Bank

**Sales/Employees:**

4.526 Mio € / 43.600

**Term:** 01/2004 - 05/2004

**Role:** Consultant

**Project language:** German, english

**Tasks:** Application development, solution of urgent data warehouse problems, consulting in terms of encryption issues, stakeholder management

**Subprocesses:** Consolidation of departmental requests, demand assessment, status reporting, stakeholder talks, stakeholder agreements, change request management

**Background:** Big data (mass data), data warehouse (DWH), business intelligence (BI), ETL, standing orders compliance, Basel II, MaRisk, ITIL, Hermes, elaboration of complex ETL paths (mappings), a quantity structure, data protection plan, contingency plan, fallback plan and run book. Tuning, data modeling, job control

**Software:** ControlIM, ControlIM, ERWin, Informatica, Oracle, PL/SQL, SQL

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**Industrial sector:** IT services

**Sales/Employees:**

25.000 Mio € / 70.000

**Term:** 01/2003 - 12/2003

**Role:** Multi project manager, consultant

**Project language:** German, english

**Tasks:** Planning of redundant storage systems at banks and industry, feasibility studies (proof of concept), migration planning, single point of contact (SPOC) in terms of Oracle and SAP, stakeholder management, quality management, risk management

**Subprocesses:** Demand assessment, move management, change request management

**Background:** Enterprise resource planning (ERP), customer relationship management (CRM), migration, data center relocation, outsourcing, elaboration of quantity structures, data protection plans, contingency plans, fallback plans, run books and SAP link-ups. Needs evaluation, demand management, split mirror backup, snapshots, cloning, zoning

**Software:** EMC Control Center, Navisphere, Oracle, PL/SQL, SAP ERP, SQL

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**Industrial sector:** Services

**Sales/Employees:**

428 Mio € / 1.045

**Term:** 09/2002 - 12/2002

**Role:** Project manager, consultant

**Project language:** German

**Tasks:** Functional enhancement of an existing CRM solution, single point of contact (SPOC) in terms of Oracle and reporting

**Subprocesses:** Assessment, demand assessment and planning of databases, subsequent applications and implementation

**Background:** Data warehouse (DWH), business intelligence (BI), ETL, know your customer (KYC), customer relationship management (CRM), analytic CRM, operational CRM, customer segmentation, scoring, master data management, data cleansing, elaboration of SAP link-ups, administration, software introduction, software integration, infrastructure planning, infrastructure management, deployment planning, cutover planning, rollout planning, data modeling, authorization concept

**Software:** Oracle, PL/SQL, Siebel, SQL, SQL Server

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**Industrial sector:** Bank

**Sales/Employees:**

4.526 Mio € / 43.600

**Term:** 01/2004 - 05/2004

**Role:** Consultant

**Project language:** German, english

**Tasks:** Application development, solution of urgent data warehouse problems, consulting in terms of encryption issues, stakeholder management

**Subprocesses:** Consolidation of departmental requests, demand assessment, status reporting, stakeholder talks, stakeholder agreements, change request management

**Background:** Big data (mass data), data warehouse (DWH), business intelligence (BI), ETL, standing orders compliance, Basel II, MaRisk, ITIL, Hermes, elaboration of complex ETL paths (mappings), a quantity structure, data protection plan, contingency plan, fallback plan and run book. Tuning, data modeling, job control

**Software:** ControlIM, ControlIM, ERWin, Informatica, Oracle, PL/SQL, SQL

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**Industrial sector:** IT services

**Sales/Employees:**

25.000 Mio € / 70.000

**Term:** 01/2003 - 12/2003

**Role:** Multi project manager, consultant

**Project language:** German, english

**Tasks:** Planning of redundant storage systems at banks and industry, feasibility studies (proof of concept), migration planning, single point of contact (SPOC) in terms of Oracle and SAP, stakeholder management, quality management, risk management

**Subprocesses:** Demand assessment, move management, change request management

**Background:** Enterprise resource planning (ERP), customer relationship management (CRM), migration, data center relocation, outsourcing, elaboration of quantity structures, data protection plans, contingency plans, fallback plans, run books and SAP link-ups. Needs evaluation, demand management, split mirror backup, snapshots, cloning, zoning

**Software:** EMC Control Center, Navisphere, Oracle, PL/SQL, SAP ERP, SQL

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**Industrial sector:** Services

**Sales/Employees:**

428 Mio € / 1.045

**Term:** 09/2002 - 12/2002

**Role:** Project manager, consultant

**Project language:** German

**Tasks:** Functional enhancement of an existing CRM solution, single point of contact (SPOC) in terms of Oracle and reporting

**Subprocesses:** Assessment, demand assessment and planning of databases, subsequent applications and implementation

**Background:** Data warehouse (DWH), business intelligence (BI), ETL, know your customer (KYC), customer relationship management (CRM), analytic CRM, operational CRM, customer segmentation, scoring, master data management, data cleansing, elaboration of SAP link-ups, administration, software introduction, software integration, infrastructure planning, infrastructure management, deployment planning, cutover planning, rollout planning, data modeling, authorization concept

**Software:** Oracle, PL/SQL, Siebel, SQL, SQL Server

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**Industrial sector:** Insurance

**Sales/Employees:**

852.000 Mio € / 181.651

**Term:** 04/2002 - 08/2002

**Role:** Consultant

**Project language:** German

**Tasks:** Cross-sectional tasks in terms of Oracle, single point of contact (SPOC) in terms of Oracle and reporting

**Subprocesses:** Analysis, demand assessment, cost benefit analysis, utilizable value analysis and elaboration of feasibility studies

**Background:** Data warehouse (DWH), ETL, know your customer (KYC), customer relationship management (CRM), analytic CRM, operational CRM, Administration, needs evaluation, software evaluation, software introduction, software integration, release change, data modeling, authorization concept

**Software:** arcplan, Cognos, DB/2, Embarcadero, Informatica, Oracle, SQL

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**Industrial sector:** Media

**Sales/Employees:**

3.000 Mio € / 5.500

**Term:** 07/2001 - 04/2002

**Role:** Multi project manager

**Project language:** German

**Tasks:** Project turnaround and project restructuring in the central IT department. IT strategy development. Standardisation of the hardware and software landscape, operational management of the application development (ca. 1.000 users, 7-figure budget), set-up of new server landscapes, management of 35 coworkers, selection and control of external service providers, cross-departmental coordination, PMO establishment, restructuring of a permanent operating structure, organizational restructuring, migration planning, CRM introduction, project planning, project steering, stakeholder management, quality management, risk management, process structuring, change management

**Subprocesses:** Order clarification, role clarification, demand assessment, elaboration of requests for proposal (RfP) and specifications, vendor validation, move management, organization of service transfer processes, familiarization of coworkers, mediation, schedule planning, sequence planning, activity planning, resource planning, earned value analysis, status reporting, project controlling, earned value management, stakeholder talks, service delivery management, SLA management, change request management, claim management

**Background:** Licencing rights management, intellectual property rights, data warehouse (DWH), business intelligence (BI), enterprise application management (EAM), enterprise resource planning (ERP), know your customer (KYC), customer relationship management (CRM), customer lifecycle management (CLM), predictive analysis, e-commerce, online marketing, migration, data center relocation, outsourcing, ITIL, BPMN, cutover planning, rollout planning, archiving systems, release change, data modeling, software analysis Togaf, restructuring, etc., master data management, data cleansing, elaboration of a quantity structure, data protection plan, contingency plan, fallback plan and run book. Tuning, administration, needs evaluation, demand management, software integration, infrastructure planning, infrastructure management, deployment planning,

**Software:** Informatica, MS Project, PLANTA, Oracle, PL/SQL, SAP ERP, SQL

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**Industrial sector:** Automotive

**Sales/Employees:**

35.356 Mio € / 93.624

**Term:** 05/2000 - 06/2001

**Role:** Consultant

**Tasks:** Responsibility for Oracle products

**Subprocesses:** User consulting, user support

**Background:** Data warehouse (DWH), enterprise resource planning (ERP), migration, etc., Tuning, administration, database programming, database reorganization

**Software:** Oracle, PL/SQL, SQL

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**Industrial sector:** Insurance

**Sales/Employees:**

852.000 Mio € / 181.651

**Term:** 04/2002 - 08/2002

**Role:** Consultant

**Project language:** German

**Tasks:** Cross-sectional tasks in terms of Oracle, single point of contact (SPOC) in terms of Oracle and reporting

**Subprocesses:** Analysis, demand assessment, cost benefit analysis, utilizable value analysis and elaboration of feasibility studies

**Background:** Data warehouse (DWH), ETL, know your customer (KYC), customer relationship management (CRM), analytic CRM, operational CRM, Administration, needs evaluation, software evaluation, software introduction, software integration, release change, data modeling, authorization concept

**Software:** arcplan, Cognos, DB/2, Embarcadero, Informatica, Oracle, SQL

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**Software:** Oracle, PL/SQL, SQL

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**Project language:** German, english

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**Industrial sector:** Bank

**Sales/Employees:**

373.500 Mio € / 19.303

**Term:** 01/2000 - 04/2000

**Role:** Consultant

**Project language:** German, english,  
spanish

**Tasks:** Cutover planning of a major release, migration planning, collaboration with floor traders, stakeholder management

**Subprocesses:** Consolidation of departmental requests, analysis of structured products

**Background:** Big data (mass data), data warehouse (DWH), business intelligence (BI), standing orders compliance, market data analysis (stock exchange data), floor trader support, Elaboration of a quantity structure, data protection plan, contingency plan, fallback plan and run book. Tuning, administration, database programming, software analysis, code reviews

**Software:** Intas, Kondor+, Oracle, Optas, Reuters, SQL, Sybase

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**Project language:** German, english

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**Industrial sector:** Bank

**Sales/Employees:**

373.500 Mio € / 19.303

**Term:** 01/2000 - 04/2000

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**Project language:** German, english,  
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## Project Management Methods

PM Canon (GPM), ICB (IPMA), V Model, V Model XT, Hermes, PRINCE2, ITIL, Agile, Scrum, Kanban, SAP Activate

## Advanced Training Events

- 07 / 21 Celonis Analyst Training Track
- 07 / 21 Celonis Business User Training Track
- 07 / 21 Celonis Executive Training Track
- 10 / 20 Recertification GPM/IPMA Certification Level B (Senior Project Manager)
- 01 / 19 COBIT 5 Foundation Certificate
- 10 / 15 Recertification GPM/IPMA Certification Level B (Senior Project Manager)
- 03 / 10 GPM/IPMA Certification Level B (Senior Project Manager)
- 06 / 06 Informatica Boston Analyst Summit
- 02 / 06 Introduction to Teradata / Teradata Physical Database Design
- 04 / 05 Informatica PowerMart / PowerCenter 7
- 02 / 05 Business Objects Data Integrator
- 01 / 05 SAP Business One for Management Consultants
- 11 / 03 Introduction to Cachè Database
- 11 / 03 Performance Tuning in Oracle Warehouse
- 05 / 03 Business Intelligence / Data Warehousing
- 11 / 02 Oracle 9 Release 2 High Availability
- 07 / 02 Application Development with Business Components for Java ( BC4J )
- 05 / 02 Data Warehousing with Oracle 9i
- 12 / 01 Informatica PowerMart 5.1 & Informatica PowerCenter 5.1
- 12 / 01 Oracle 9i Application Server
- 03 / 01 Application Development in Databases
- 08 / 98 Oracle Designer First Class
- 08 / 97 Informix OnLine Dynamic Server System Administration
- 04 / 97 Oracle 7 Database Administration
- 03 / 97 "Train the Trainer"
- 01 / 91 Dialectics
- 01 / 91 Colloquy guidance part II
- 07 / 90 Colloquy guidance part I
- 05 / 90 Rhetoric
- 01 / 90 Time Management

## Abstract Computing Skills

- Project management** MS Project, SAP PS, IBM DOORS, CA Clarity, HP ALM, Alfabet Information IT etc.
- Datenbases** DB/2, Informix, Ingres, Oracle, Sybase, Teradata etc.
- Operating systems** AIX, HP-UX, Linux, MUNIX, Solaris, SunOS etc.  
MS-DOS, MS-Windows 3.11 / 95 / 98 / NT / 2000 / XP / 7 / 10 / ...  
OS/2, NOS, NOS/VE, BS/2000, VMS
- Programming languages** ABAP, ADA, APL, BASIC, C, C++, COBOL, CYBIL, FORTH,  
FORTRAN, JavaScript, PASCAL, PL/SQL, PQL, PROLOG, SQL, T-SQL etc.
- Other** Celonis, SAP, Siebel, Microsoft Dynamics CRM, Salesforce, Hadoop, Sequenom, LIMS



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