

## Professional CV

Results-driven Managing Director and CEO with multi-faceted international IT- and telecommunication industry experience. **Service-oriented and long-term experienced in IT-management and operations.** Intercultural and leadership competence. Strong in general management, in **strategic planning, change management and Business Excellence with comprehensive and ample experience in conducting assessments.** Initiates and enforces strict budget controls addressing company needs and promotion of growth. Adept in accomplishing complex tasks, problem solving and negotiating; well recognized team-player.

## Areas of Expertise

- Business Excellence
- IT & Operational Management
- Leadership and Team-building
- Business Development
- Relationship Building
- Strategic Planning & Management
- Project & Multi-Project Management
- Assessments, primarily utilizing the EFQM model
- R&D Management
- Intercultural Management
- Budget and Cost Control
- Presenting in front of large audiences
- Public and Political Representation

**Industry Experience:** Telco, IT, Health, Automotive & Traffic, Finance & Venture Capital, profound knowledge in technology, especially Internet technologies, Multimedia, Web 2.0, Industry 4.0

### Founder & CEO, KRBE GmbH, Bad Honnef, Germany, 2011 – present

- I started and established a small company focusing on “Business Excellence” and “Business Development” to help my clients to deploy an appropriate “Excellence Culture” within their businesses.
- Within six months I secured a solid customer base.
- Very high customer satisfaction; clear value-add for customers was demonstrated and acknowledged by customers.
- KRBE is a member of the “Initiative Ludwig Erhard Preis”, the organization behind the German National Quality Award. Being a licensed **EFQM assessor**, I conducted many assessments and served as an assessor in the **European Excellence Award**, the **German National Quality Award**, and at other assessments on multiple occasions.

### Co-founder & CEO, Bestence GmbH, Siegburg, Germany, 2008 – 2011

- I started and established the company “from scratch”, securing and negotiating funding of € 500,000 from a strategic investor, hiring staff, finding appropriate office space, etc.

- Business focus was on SaaS (Software as a Service) solutions for the telecommunications and utilities industry as well as Consulting Services in the area of Business Excellence and Business Development.
- I had the overall responsibility for Business Development, Finance, HR, and Marketing.
- The company grew to more than 10 people in the first year.
- Revenue reached 2.8m € in the first year of business, growing to almost 4m € in the 2<sup>nd</sup> year.
- I sold my stake in Bestence to the other shareholders and left the company after three years, as the company's focus had shifted away from its original target.

### **Managing Director & CEO, T-Systems Multimedia Solutions GmbH, Dresden, Germany, 2005 – 2007**

- Overall responsibility for a company of **700+ people and 65m € revenue (2006)**. Personal responsibilities included **strategy and planning, economic results, HR, Business Excellence**, and all kinds of **IT solutions and IT service activities to foster the intended growth**. Leading an extremely motivated and talented team, whose annually measured employee commitment was the highest within Deutsche Telekom group and in the top 10% of the world-wide peer group (TRI:M 8,1). Received several awards for Business Excellence and outstanding management.
- **Economic results have been excellent throughout**: 18% revenue growth to 65 m € with an EBITDA growth of 39% in 2006, resulting in 12.2% EBITDA margin. In 2005 revenue growth was 19%, EBITDA margin was 10.2%.
- Establishing an **outstanding culture of “Business Excellence aimed at our customers’ value”** was another achievement and resulted in winning the „Ludwig-Erhard-Preis“ (National German Quality Award) in 2006 and being Prize Winner at the EEA (EFQM Excellence Award) in 2005 und 2006.
- **Customer satisfaction and retention at the absolute top level**, measured systematically and regularly by external agency.
- **Establishing a service mentality** with the organization's people, focusing on **continual improvement and best-in-class / best-practices** processes and solutions. Encouraging people to demonstrate their abilities by aiming for formal accreditation, resulting in having **100+ employees with internationally recognized certificates** such as **ITIL, PMP, EFQM Assessors**, etc.
- **Successfully transitioning the company** from pure software development to providing customized solutions, by focusing on consulting as well as applications management and IT operations; emphasizing the importance of long lasting customer relationships.
- Large projects were focus around **sophisticated web solutions** (E-Commerce, complex customer portals, etc.) and integrating legacy systems into state-of-the-art applications, **covering businesses from healthcare over telecommunications to manufacturing**. The first SaaS (Software as a Service) applications for B2C E-Commerce in Europe were developed at T-Systems MMS at this time.
- Focus was also on **establishing and deploying an appropriate “production infrastructure”** which supports a sustainable and efficient production process for such solutions.
- I personally established the strategic partnership of T-Systems and Demandware, Inc., the leading SaaS-based E-Commerce provider, and T-Systems' VC-investment in Demandware.

**VP, Head of Corporate R&D (Innovation Management), Deutsche Telekom, Corporate Headquarters, Bonn, Germany, 2003 – 2005**

- Responsible for the **assessment, selection, backing, and execution of all corporate R&D projects, budget > 50m € p.a.**
- Selecting and **establishing a completely new team** for this unit and introducing a **culture of excellence and continual improvement**
- Execution of a variety of **R&D projects, resulting in prototypes and products/services** eventually:
  - Internet access in trains and streetcars,
  - Using electronic retail vouchers, which are distributed via cell phones to the end customer,
  - Automatic Voice Response (AVR) systems to be used in call centers to handle bill requests or to provide information about tariffs and services,
  - Integration of email systems into AVR systems,
  - IP-based services,
  - Utilization of WiMAX for broadband access in Germany.
- Responsible for the “Innovation and IT Partnership” between Deutsche Telekom and France Telecom.

**Managing Director & CTO, T-Venture Holding GmbH, Bonn, Germany  
CEO & President, T-Venture of America, Inc., San Mateo, CA, USA, 2002 – 2003**

- Systematic analysis and evaluation of T-Venture’s complete portfolio focusing on potential synergies with Deutsche Telekom group; first-time documentation and communication of all potential synergies followed by portfolio adjustment.
- **Developing and implementing new strategy for T-Venture Holding** based on current conditions at Deutsche Telekom.
- **Strategic re-focusing and re-alignment** of T-Venture of America, Inc. based to T-Venture’s new strategy.
- Downsizing the company, closing offices, reducing staff.
- Systematic sale of shares of companies, which did not fit in the newly aligned portfolio.
- **Selecting an American partner fund** (Telesoft) after having evaluated more than ten potential candidates to comply with T-Venture’s new US strategy.

**Managing Director & CEO, Multimedia Software GmbH Dresden, Dresden, Germany, 1999 – 2002**

- Overall responsibility of a company of 140+ people in 1999, growing it to 250+ people in 2002 while **doubling revenues profitably from 16m DM to more than 16m €** during that time frame.
- Establishing a profitable consulting unit within the company to be able to serve customers better and meet their demands.
- Establishing **SW development processes focusing on continuous improvement**, making sure that people evaluate projects and activities, thus, fostering a **“learning organization”**.
- Successful execution of first non-captive projects (e.g. Internet Lotto system for the German state Baden-Württemberg) in order to meet the requirements of a new “strategy” for the company which meant the **shift from a Telekom-internal service provider to a software and service company addressing the external market.**

- Establishing a **culture of “Business Excellence” within the organization**, focusing all staff on “serving the customer” and “adding value for the customer”.

**Director of Staff for a member of DT’s Executive Board, Deutsche Telekom, Corporate Headquarters, Bonn, Germany, 1996 – 1999**

- Leading the staff team of a DT Board Member, being primary “access point” for all board member activities of the Technology Services division (20.000+ people).
- Actively involved in the **strategic re-organization of the Technology Services division**, transforming a government organization into companies, i.e. DeTeCSM, T-Nova (later to be included into T-Systems).
- **Prepared and organized all of the Board Member’s activities re Deutsche Telekom’s IPO in 1996 (due diligence talks, presentations, etc.).**
- Preparation, partly execution and follow-up of all operational day-to-day business for the Board Member, i.e. correspondence, meetings, presentation, worldwide business trips, etc.).
- Primary access point for the partnership between Deutsche Telekom and France Telecom re all IT, network and other technical topics.
- Coordinating the Business Excellence activities of the complete division, ensuring exchange of ideas and encouraging a culture of “learning from the best”.

**Assistant Director, Deutsche Telekom, Department for Software Strategy and -Architecture, 1993 – 1996**

**Assistant Professor, University of Karlsruhe, Germany, Department of Computer Science, 1987 – 1992**

### **Education**

- Ph.D. in Computer Science, University of Karlsruhe, Germany, 1991
- Diploma (Major in Computer Science, minor in Economics) at University of Karlsruhe (today: Karlsruhe Institute of Technology), Germany, 1987
- Graduate student of Computer Science, University of Massachusetts, Boston, USA, after being granted a scholarship by the State of Massachusetts, 1985

### **Languages**

- **German:** Mother tongue, fluent in speaking and writing, experienced in presenting
- **English:** Fluent in speaking and writing, experienced in presenting
- **Spanish:** Basic knowledge
- **French:** Basic knowledge

**Professional references will be gladly provided upon request.**