

# MICHAEL RÜDIGER

Find solutions. And implement.



## Interim Manager & Business Consultant

### ADDED VALUE

I am a problem solver with a business administration background and decades of international B2B experience in consulting, retail, SAP and e-commerce.

As an Interim Manager, Business Consultant, Project Manager and Chief Negotiator, I offer tailor-made solutions for an increasingly faster-moving business environment from a single source.

In doing so, I can use state-of-the-art agile knowledge such as the innovation method Design Thinking, the product development framework Scrum or the project management methods PRINCE2 Agile® and SAP Activate as well as a classic waterfall model.

### SERVICE PORTFOLIO

#### PROJECT

- Project Management PRINCE2® | SAP
- Project Turnaround Management
- Program Management | PMO

#### ORGANIZATION

- Business Relationship Management
- Establishing foreign locations
- Process development & improvement

#### INTERIM MANAGEMENT

- Transformations
  - Filling vacancy gaps
- Sales | KAM | Marketing | CRM | SAP

#### REQUEST FOR TENDER (RfI, RfP)

- Conduct of negotiations
- Creation of contracts & agreements
- Sourcing

#### ROLLOUT

- Process & system rollout
- Training
- Testing

# PROFESSIONAL EXPERIENCE

## RESPONSIBILITIES



P&L responsibility:	up to 1 M EUR p.a.
Personal TCV:	2 - 8 M EUR p.a.
Contract value:	Project = up to 19M EUR RfC = up to 24 M EUR
Project budget:	up to 8.5 M EUR
Managed line budget:	up to 44 M EUR p.a.
Leadership:	up to 25 FTEs
System rollout:	38 countries

## CORPORATE FUNCTIONS



15+ years Sales | KAM | CRM, Direct- & Online Marketing  
15+ years Process development & improvement  
10+ years Consulting  
6+ years Project Management | Program Management  
3+ years Finance & Operations  
18+ years international & virtual teams

## INDUSTRIES



Retail | E-Commerce  
Professional Services

- Consulting
- IT Service Management
- Software development

Mechanical Engineering  
Process Industry

## CERTIFICATIONS



Project Management:

- PRINCE 2® Agile Practitioner

Innovation development

- Design Thinking

Product development

- Scrum Product Owner (PSPO I)
- Scrum Master (PSM I)

# POTENTIAL

## ROLES



Head of Sales | Account Management | Inside Sales | CRM | Marketing  
Key Account Manager | Sales Manager  
Project Manager | Project Turnaround Manager | PMO  
Product Owner  
Chief Negotiator  
Business Relationship Manager  
Program Manager  
Inhouse Consultant

## CORPORATE AREAS



100% Sales & Account Management  
100% Project | Program Management  
90% CRM  
80% Inhouse Consulting  
60% IT  
60% Marketing  
25% Management  
20% Finance / Controlling

## WORKING STYLE



hands-on  
goal-orientated with a focus on the companies needs  
dedicated  
good sense of responsibility  
willing to make decisions

## PERSONALITY



assertive | convincingly  
think cross-divisional  
internationally experienced  
flexible  
resilient  
authentic  
loyal and trustworthy

# EDUCATION | SKILLS

## EDUCATION



MBA (German: Diplom-Kaufmann) - Georg-August-Universität Göttingen

Emphasis

Corporate management and corporate accounting

Thesis:

„ Approaches of a strategic sales controlling “

Economics – Johannes-Gutenberg-Universität Mainz

## IT SKILLS



SAP Cloud for Customer

SAP Business ByDesign

SAP ERP ECC 6.0

SAP CRM

MS Dynamics CRM

Amazon WebServices (AWS)

IT Service Management (ITIL)

SaaS, PaaS, IaaS

MS Office 365

WebEx

MS Skype

MS Teams

GoToMeeting

TeamViewer

Adobe Connect

MS Visio

WordPress

## LANGUAGE SKILLS



German - Native speaker

English - fluent

Spanish - basic

French - basic

## PERSONAL DATA



Date of birth: August 14th 1970

Nationality: German

# PROFESSIONAL CAREER



# PROJECT HIGHLIGHTS

## CONDUCT OF NEGOTIATIONS | Sales

TOPIC:	Negotiation & conclusion of a fixed price contract on the implementation of a complex SAP system landscape (Greenfield Approach)
ROLE:	Chief Negotiator
INDUSTRY:	Retail   IT
AREA:	Sales
REPORTING LINE:	Management
TASK:	<p>The project scope was the implementation of an SAP system landscape from scratch (Greenfield Approach). The landscape should cover complex business processes, consist of multiple SAP systems and replace the legacy system.</p> <p>As a special challenge, the project was already partially delivered by a vendor which should be replaced without slowing down the project. Furthermore, the implementation should occur based on an agile delivery method, but the contract should be concluded as a fixed price contract.</p>
DURATION:	4 months
ADDED VALUE:	<p>Within only 4 months we were able to capture the work already delivered by the replaced vendor, adapt the project scope and transform it into a fixed-price contract about 19M €.</p> <p>Despite major changes in the corporate management team of both contract parties, the contract endured until the successful conclusion of the project.</p>

## LEADERSHIP TENDERING | Account Management

TOPIC:	Tender on the takeover of operations for 3 data centers
ROLE:	Head of Tendering Team
INDUSTRY:	Retail   IT
AREA:	Key Account Management
REPORTING LINE:	VP Account Management & Sales   Management   Executive Board
TASK:	<p>A European retail market leader has placed a request for tender on the takeover of operations for all 3 of his existing data centers. The expected proposal should include the scenarios housing, managed hosting as well as cloud-based operations. Furthermore, the takeover of operations should occur without interruption in operations and with a minimum initial contract period of 3 years. The tendering process was planned in the three phases by the customer.</p>
DURATION:	4 months
ADDED VALUE:	<p>Our team was able to deliver convincing proposals and concepts which put us on the short list.</p> <p>Due to a change of strategy the project was cancelled by the customer on short list level.</p>

## LEADERSHIP & CUSTOMER DEVELOPMENT | Account Management

**TOPIC:** Directing all sales activities concerning a Key Account with >120 subsidiaries

**ROLE:** P&L responsible Key Account Manager

**INDUSTRY:** Retail

**AREA:** Key Account Management

**REPORTING LINE:** Vice President Account Management & Sales

**TASK:** The Key Account should be developed from a customer purchasing hosting services only to a customer purchasing the vendors complete service portfolio. Furthermore, solutions were expected on how to conquer the upcoming disruptive external cloud services.

**DURATION:** 2 years

**ADDED VALUE:** The Key Account was developed to one of the companies top10-accounts at margin.

Two new portfolio services could be sold / placed including tailor-made own cloud services.

Furthermore, a general agreement covering the complete service portfolio and containing attractive service rate cards could be concluded.

## TRANSFORMATION & OPTIMIZATION | Sales

**TOPIC:** Development of a new B2B Sales Cycle end-to-end process

**ROLE:** Project Manager & Business Consultant

**INDUSTRY:** Consulting | IT

**AREA:** Board projects

**REPORTING LINE:** Management

**TASK:** As part of a general company performance review, I was requested by the management of a consulting company with > 400 consultants to review the current sales process on effectiveness and efficiency.

By running interviews with every employee somehow touched by the existing sales process it became increasingly clearer that a redesign of the sales process was needed.

I got the mandate from the management to redesign this process for the complete B2B sales cycle. The result was validated by all employees affected, refined and approved by the board of directors. The new process was rolled out into Marketing, Sales, Account Management, Legal and Project Management.

**DURATION:** 4 months

**ADDED VALUE:** Significant improvement of the sales performance. Furthermore, the first time in company history a sales funnel reporting was available to the management team.

## MARKET DEVELOPMENT | Sales & Marketing

TOPIC:	Commercial launch of a new SAP ERP Cloud solution SAP Business ByDesign at a Software Reseller including build up of Marketing plans and sales promotion campaigns
ROLE:	Sales Manager
INDUSTRY:	Reseller   SAP
AREA:	Sales   Business Development
REPORTING LINE:	Vice President SAP
TASK:	<p>Our consulting company became reselling partner for SAP's new cloud solution SAP Business ByDesign. For this purpose, a new sales and consulting organization needed to be established as cloud was new to the consultancy.</p> <p>As a Sales Manager with a long SAP company background, I lined up for cold calling to acquire new customers, delivery of system demos onsite, creation of proposals and conclusion of contracts.</p> <p>As there were no organizational structures and processes available for this new cloud product yet, I built up all Marketing plans and Marketing campaigns to promote sales for the new solution. My knowledge from my previous employment with SAP Global Marketing was more than helpful with this challenging endeavor.</p>
DURATION:	2 years
ADDED VALUE:	Successfully generated appointments for 3 sales representatives. Furthermore, personal conclusion of the biggest SAP Business ByDesign deal to date for the reseller company.

## DE-ESCALATION | IT & Account Management

TOPIC:	De-escalation and negotiation of claims for financial compensations after a data center black-out
ROLE:	Chief Negotiator
INDUSTRY:	Retail
AREA:	Management   Account Management
REPORTING LINE:	Management   Vice President Account Management & Sales
TASK:	<p>Due to a data center black-out up to 70 hosted and managed business systems of a top10 customer were not available any more for up to several hours. Some of these systems were even productive systems.</p> <p>By this reason the contractual Service-Level-Agreements (SLA) applied and the customer made demands for financial compensation.</p>
DURATION:	2 months
ADDED VALUE:	<p>Conclusion of a contractual agreement satisfying both parties.</p> <p>Furthermore, 85% of the threatening financial compensations could be avoided and still sustain a pleased customer.</p>



## INTERNATIONALIZATION | Inside Sales

TOPIC:	Establish two Inside Sales subsidiaries in EMEA to support a new Territory Sales Organization
ROLE:	International Project Manager
INDUSTRY:	Software Development
AREA:	Global Marketing
REPORTING LINE:	Senior Vice President Territory Sales   Executive Vice President SME
TASK:	<p>A leading Software company planned to open the market segment Medium Enterprise (ME) in addition to the already covered market segment Large Enterprise (LE). For this endeavor a new Territory Sales organization was established.</p> <p>The Territory Sales should be supported by a separate Inside Sales organization executing cold calling, running the initial sales presentations, delivering remote software product demos and explain the product's pricing.</p> <p>This Inside Sales organization should be established as a pilot project at the two locations Barcelona and Prague and should be integrated into the Territory Sales business processes.</p>
DURATION:	9 months
ADDED VALUE:	Bothe Inside Sales subsidiaries were established within budget & time. 80 staff were recruited, trained and integrated into the processes of the Territory Sales organization.

## ROLLOUT | Marketing & CRM

TOPIC:	Global implementation of an SAP CRM systems within Global Marketing
ROLE:	International Project Manager Rollout   Trainer
INDUSTRY:	Software   Consulting
AREA:	IT   Marketing
REPORTING LINE:	Vice President Direct Marketing
TASK:	<p>To reflect global Marketing programs as well as global demand generation campaigns and a professional Lead Management process in one global system, a software company decided to implement an SAP CRM system for its Global Marketing organization. The system should be rolled out to 38 countries.</p> <p>In doing so, the integration and acceptance tests for the system had to be planned and conducted first. Based on the test cases and lessons learned, the training material was created for the delivery of professional trainings for the Key Users and Super Users. Furthermore, the training delivery plan had to be created for all countries and the trainings had to be delivered.</p>
DURATION:	7 months
ADDED VALUE:	Successful system approval within the User Acceptance Test in the first run as well as successful delivery of trainings to approx. 120 Key and Super Users in 38 countries within the 3 regions EMEA, Americas and APA.

## PROGRAM MANAGEMENT | Global Marketing

TOPIC:	Set up and integration of a Program Management for international Marketing campaigns
ROLE:	Program Manager
INDUSTRY:	Software   Consulting
AREA:	Global Marketing
REPORTING LINE:	Vice President Direct Marketing
TASK:	<p>Set up of a Program Management for the execution and the integration of the four transformation programs "Lead Generation, Tele Services, Data Services and Global Campaigns" under one "umbrella". This included:</p> <ul style="list-style-type: none"><li>- coordination of all cross-program activities and identification &amp; realization of synergy effects</li><li>- cross-program budget reviews and reporting</li><li>- alignment of program requirements between Business and IT</li><li>- identification and provision of central tools and processes</li></ul>
DURATION:	6 months
ADDED VALUE:	<p>The collaboration of international and virtually teams were successfully promoted. The amount of error tickets from business to IT was reduced by 40% by training and fostering the mutual understanding.</p> <p>Full transparency on budgets without any unexpected developments during the program's lifetime.</p>

## BUSINESS PLANNING & FINANCE | Global Marketing

TOPIC:	Development, implementation and heading of all administrative processes for a corporate division for Online Marketing with approx. 450 staff
ROLE:	Head of Business Planning & Finance   Process developer
INDUSTRY:	Software   Marketing
AREA:	Global Marketing
REPORTING LINE:	Senior Vice President Global Online & Global Demand Generation Services
TASK:	<p>Development and implementation of all administrative processes for the new division Global Online &amp; Global Demand Generation Services. Whereby, the divisions core processes should be provided by temporary workers and freelancers. Therefore, the new administrative processes had to cover the divisions budget management, the recruiting, ordering and payment processes for the contracted freelancer as well as the controlling of the temporary worker's service provider (Preferred Supplier strategy).</p>
DURATION:	3 years
ADDED VALUE:	<p>Processes for</p> <ul style="list-style-type: none"><li>• planning and management of a 44 Mio. EUR p.a. division budget</li><li>• recruiting and onboarding of approx. 300 contractors &amp; freelancer</li><li>• controlling of Contractor Service Provider (Preferred Supplier strategy)</li></ul> <p>developed and implemented. Furthermore, once the processes were productive, heading of all Administrative Operations as well.</p>