

# 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 experience in IT, Sales, Consulting, implementing systems and processes.

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, as a certified Scrum Product Owner and Scrum Master, I bring state-of-the-art agile knowledge to your company. As a PRINCE2 certified Project Manager, I will put your projects on the path of success. This, by using either agile project management frameworks or the classic waterfall method - as needed by your specific project.

### SERVICE PORTFOLIO

#### PROJECT

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

#### ORGANIZATION

- Interface IT / business units
- Establishing foreign locations
- Process development & improvement

#### INTERIM MANAGEMENT

- Transformations
  - Filling vacancy gaps
- IT | Sales | KAM | 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, 5 continents

## CORPORATE FUNCTIONS



- 20+ years IT
- 15+ years Sales & Key Account Management
- 15+ years CRM & E-Commerce
- 10+ years Consulting
- 8+ years Project Management | Program Management
- 3+ years Finance & Operations

## INDUSTRIES



- Retail | E-Commerce
- Production of furniture and toys
- Professional Services
  - Consulting
  - IT Service Management
  - Software development
- Mechanical Engineering
- Process Industry

## CERTIFICATIONS



- Project Management:
  - PRINCE 2® Agile Practitioner
- Product development
  - Scrum Product Owner (PSPO I)
  - Scrum Master (PSM I)
- Innovation development
  - Design Thinking

# POTENTIAL

## ROLES



Leading IT-Teams  
Head of Sales | Account Management | Inside Sales | CRM  
Project Manager | PMO | Project Turnaround Manager  
Product Owner  
Business Relationship Manager  
Chief Negotiator  
Inhouse Consultant

## CORPORATE AREAS



100% IT  
100% Sales | Key Account Management | CRM  
100% Project | Program Management  
80% Inhouse Consulting  
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



MS DevOps

MS Teams

MS Office 365

MS Dynamics CRM

MS Visio

MS Project

MS Skype

div. Meeting-Tools (Adobe Connect, Zoom, Skype, WebEx,..)

SAP Sales Cloud

SAP Business ByDesign

SAP CRM

SAP ERP Business Suite

Amazon WebServices (AWS)

IT Service Management (ITIL)

Jira

## LANGUAGE SKILLS



German - Native speaker

English - fluent

Spanish - basic

French - basic

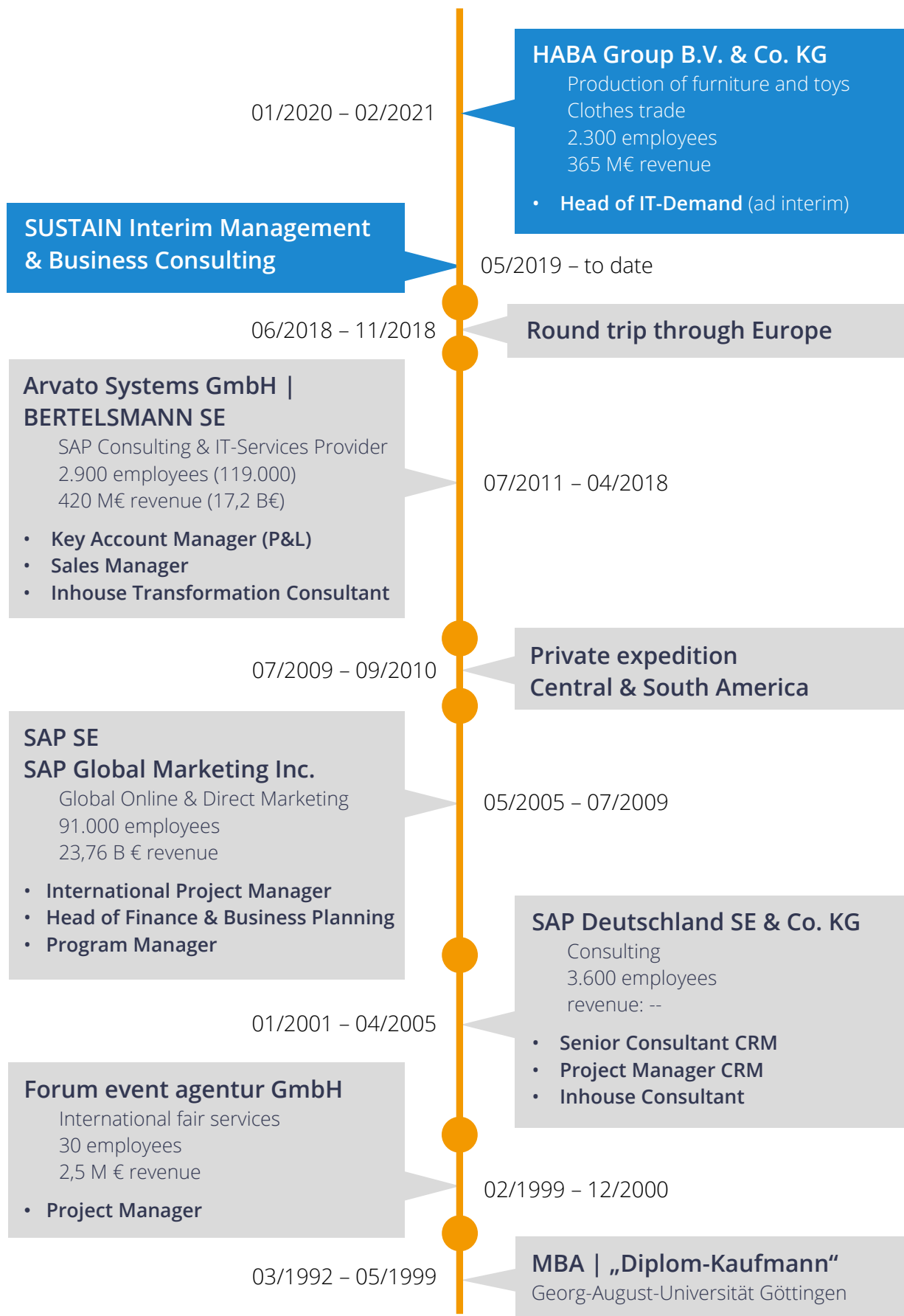
## PERSONAL DATA



Date of birth: August 14th 1970

Nationality: German

# PROFESSIONAL CAREER



# PROJECT HIGHLIGHTS

**01/2020 – 01/2021** **HEAD OF IT-DEMAND** (ad interim) to build up an IT-team as interface between the IT department and the group's business units (Requirements Management, Service Management, Incident Management, SW-Licenses)

CUSTOMER: HABA Group B.V. & Co. KG

INDUSTRY: Production of furniture and toys, Trade, E-Commerce

COMPANY SIZE: 365 M€, 2.300 employees

TASK: Improvement of the operational excellence and the acceptance of the IT-department towards the groups business units.

Therefore, the implementation of a Requirements Management and improvement of the communication IT towards the groups business units were ordered. Furthermore, a significant improvement of the Service Management, the IT department's Service Catalog and the Incident Management were requested.

Special projects (additional):

- Execution of a License Measurement and extension of the Microsoft Enterprise Agreement for the HABA Group with all its subsidiaries.
- Implementation of a new printer management software and cut over of all office printers within the HABA Group.

RESULT: Requirements Management: Within three months, a Key Account Management-Team for accepting, processing, and monitoring of business unit IT-requirements was implemented and has been working.

Service Management: Within six months, the Service Management process and the Service Catalog were improved in way that the services can be delivered within a few days now. (former delivery time: weeks up to months)

Incident Management: Within eleven months a completely revised and employee-orientated process could be taken into operations.

Special Projects: The Microsoft Enterprise Agreement including CSP and True-Up contracts were successfully concluded. The new printer management solution was implemented, and all printer were cut over as planned.

All above-mentioned improvements received a positive assessment by the employee of the business units.

**09/2013 – 04/2018** **DIRECTING all sales activities** concerning a Key Account with >120 subsidiaries

INDUSTRY: IT, Consulting, Professional Services

COMPANY SIZE: 420 M€, 2.900 employees

TASK: The Key Account had to be developed from a customer purchasing hosting services only to a customer purchasing the vendors complete service portfolio. This portfolio included strategic IT-consulting services, implementation and management of IT-Business Systems, the delivery of software and hardware as well as managed services and cloud services.

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

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

**05/2017 – 08/2017 HEAD OF TENDERING TEAM** – Tender on the takeover of operations for three data centers

INDUSTRY: Retail, E-Commerce

COMPANY SIZE: 13,5 B€, 53.000 employees

TASK: A European retail market leader has placed a request for tender on the takeover of operations for all three 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 three years. The tendering process was planned in the three phases by the customer.

RESULT: By good performance, the tendering team made it to the customer's short list.

Unfortunately, the tender was withdrawn due to a change in the customer's corporate strategy before the final decision was made.

**03/2017 – 06/2017 PROJECT MANAGER & CHIEF NEGOTIATOR** for de-escalation and the negotiation of claims for compensations after a major data center black-out

INDUSTRY: Retail, E-Commerce

COMPANY SIZE: 13,5 B€, 53.000 employees

TASK: Examine the consequences of a major data center black-out which shut down up to 70 hosted and managed business systems of a top10 customer for up to several hours. Negotiation of claims for financial compensation.

RESULT: Conclusion of a contractual agreement satisfying both parties.

Furthermore, 85% of the threatening financial compensations could be avoided and still sustain a pleased customer.

**01/2016 – 09/2016 PROJECT MANAGER & BUSINESS CONSULTANT** for the development of new B2B Sales Cycle processes during a corporate transformation

INDUSTRY: IT, Consulting, Professional Services

COMPANY SIZE: 420 M€, 2.900 employees

TASK: Review of all current sales processes by conducting interviews with all sales-related employees.

Development of new B2B sales processes based on the consolidated feedback from these interviews. Furthermore, optimization of the end-to-end transparency towards upstream and downstream business units like Marketing and Project Delivery.

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

- 05/2013 – 09/2013** **CHIEF NEGOTIATOR** – offer creation, negotiation & conclusion of a fixed price contract on the implementation of a complex SAP system landscape
- INDUSTRY: Wholesale  
 COMPANY SIZE: 12 B€, 3.700 employees  
 TASK: Offer creation, negotiation & conclusion of a contract on the transfer of an already started SAP implementation project from a competitor. The customer replaced the competitor by the end of the blueprint phase.  
 RESULT: Within only 4 months a contract could be created, negotiated, and concluded on the agile delivery of a two-digit million Euro fixed priced project.
- 07/2011 – 08/2013** **SALES & MARKETING MANAGER** for the commercial launch of the new SAP cloud solution SAP Business ByDesign (SaaS) for a Software Reseller
- INDUSTRY: IT, Consulting, Professional Services  
 COMPANY SIZE: 85 M€, 600 employees  
 TASK: Work out routes-to-market, plan and execute Marketing campaigns to place the new solution SAP Business ByDesign at the market for an SAP Gold Partner Service Provider. All leads were generated by cold acquisition and converted into sales appointments delivering live demo sessions at the customer's site.  
 RESULT: Successfully generated appointments to utilize 3 sales representatives. Conclusion of several long-standing product subscriptions.
- 03/2008 – 09/2008** **PROJECT MANAGER** - Establish two Inside Sales subsidiaries in EMEA to support a new Territory Sales Organization
- INDUSTRY: IT, Consulting, Professional Services  
 COMPANY SIZE: 15 B€, 52.000 employees  
 TASK: Build up of two Inside Sales sites in Barcelona and Prague as a pilot project to support the corporation's newly established Territory Sales organization in the region EMEA.  
 RESULT: Both Inside Sales subsidiaries were established within budget & time. 80 staff were recruited, trained, and integrated into the processes of the new Territory Sales organization.
- 07/2005 – 06/2006** **PROJECT MANAGER CRM** - implementation of a Marketing focused SAP CRM system in 38 countries on 5 continents
- INDUSTRY: IT, Consulting, Professional Services  
 COMPANY SIZE: 15 B€, 52.000 employees  
 TASK: Implementation of a global CRM-System to reflect international Direct-Marketing-Campaigns. Therefore, system tests and user trainings had to be planned and executed in the regions Americas, EMEA and Asia Pacific.  
 RESULT: The project was successfully delivered. The system has been fully accepted at the first acceptance test. 120 employees were trained as super users und key users and the system was rolled out globally on time.