**Ronny Burchhardt**

Berlin, Germany - Noisy-le-Roi, Paris, France

+49 171 11 42 770 - [ronny.burchhardt@comoco.de](mailto:ronny.burchhardt@comoco.de) - +33 6 69 34 01 91

linkedin.com/in/ronny-burchhardt-comoco-interim/

**Interim Manager - Senior Project Manager - PMO - Consultant**

**Business Transformation** - **Digital Transformation** - **Re-structuring** - **Organizational Design**

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| **Transformation Leadership**  **Digital Change**  **Global Project Management**  **Post-Merger Integration**  **Spin Off**  **Carve-In / Out**  **Strategic Business Planning**  **Stakeholder Management**  **Business & Executive Coaching**  **Expert for France** | Expert for End-to-End digital transformation at the interdisciplinary boundaries of Business and IT/Digital as well as with external stakeholders  25+ years of success managing [digital] transformation, post merger integrations, and spin offs. Distinct analytical talent, solution orientation and international experience enables teams to turn digitalization strategies into action.  People and Goal-oriented, highly motivated manager, with situational leadership style ranging from inclusive to decisive, transparent, fair, and loyal, enabling pro-active problem solving. A communicative, assertive but empathic, and multilingual communicator focused on forging iron-clad relationships between IT and Business whilst breaking down silos. |

**Management Expertise**

* **Pragmatic Leadership:** 20+ years experience in leading and (re-)structuring intercultural and international business units and teams of up to 70 employees.
* **Business/Organization Development:** resilient expertise in the development of products, services, and organisations in the context of group (digital) transformations, business integration and spin off
* **Digitalization:** 25+ years digitalisation expertise with a focus on sales/marketing, order to cash, customer care and service excellence/after sales/back office
* **Stakeholder Management:** Extensive experience in stakeholder management at the intersection of IT, sales/marketing, operations/production, finance, and other stakeholders such as customers, partners, suppliers, or associations/trade unions.
* **International experience:** France/Germany business & cultural expert with complementarymanagementexperience in UK, Switzerland, and Eastern Europe.
* **Domain experience:** Extensive practical experience from operations/production (7 years), IT (9 years) and digital sales/marketing (16 years)

**relevant Project Expertise**

* **Business Transformation/Post Merger Integration:** Designed and implemented a digital driven franchise business model for a renowned German hotel chain allowing the growth from 100 to 700 hotels; Designed and built a systematic franchise management service to develop and deliver profitable digital services to franchisees according to their needs.
* **Organizational Design:** Building up and reducing of organisational units in the areas of holding structures, shared services and sales back office within the context of group (digital) transformations; In the context of post-merger integration, integration of 11 country offices into central European commercial operations which facilitated knowledge sharing, encouraged bias for action, and led to 30% increase in Sales & After Sales service efficiency.
* **Re-structuring/Carve-Out**: Regional execution of a global carve-out of a business unit for the areas of IT and sales/marketing with necessary restructuring
* **Digital Transformation:** Successfully planned and executed numerous digitalization projects in the broader context of CRM, ERP, Order to Cash and Customer Care/After Sales processes (Oracle, Salesforce.com, MS Dynamics, ServiceNow, and industry-specific PMS/POS) using future-facing approach, adaptability, and talent for quickly understanding stakeholder needs and translating complex technical jargon into clear, actionable information.
* **Digital Quick Wins (<6 months):** turn mass-cancellation into digital voucher to avoid 200M€ cash out in a crisis, using RPA processes; used BI for targeted client prospecting to identify 800 B2B addresses out of 13 Mio data records, consolidated from 400 point of sales

**Professional History**

Comoco Coaching & Consulting GmbH −Berlin, Germany

**Founder, Business & Digital Transformation Consultant, Interim & Project Management** • January 2021 – Present

Execute diverse range of engagements. Liaise with business leaders and executives to turn strategic plans into action to disrupt markets and spark growth. Co-ordinate with stakeholders to assess needs, innovate solutions, and navigate change processes. Leverage entrepreneurial spirit, coaching talents and teams to foster the impact of transformation

***Key Projects & Achievements:***

* **Agile Leadership/Digital Transformation:** Innovated AI-based, micro coaching solution for operators with branches/subsidiaries that drives sustainability across digital transformation and re-structuring which won contract with ATLANTIC Hotels to service 19 individual locations.
* **Business Transformation/post merger integration:** completed Interim project to position a renowned German hotel chain to grow from 100 hotels to +700 by 2025 via creation, implementation, and continuous improvement of a digitalized franchise business model.

Accor −Issy-les-Moulineaux, France

**Vice President** • December 2018 – December 2020

Restructuring of the global digital hotel solutions division. Leadership of 70 team members. Gap analyses, Identification of optimization potentials and redesign of processes and organization for the corporate office. Carve-out and localization of the hotel solutions program management.

***Key Achievements:***

* **Digital Transformation:** Spearheaded global rollout of Digital Loyalty Programme impacting +40M members at +5K hotels which entailed in-hotel system setup and training for +100K staff.
* **Agile Transformation:** Accelerated development velocity of digital solutions by implementation of Agile methodologies connecting IT & Business requirements which enhanced efficiency, adaptability and quality whilst reducing risk.
* **Post Merger Integration & Digital Transformation:** Simplified payment services by reconfiguring internet payment process which slashed 50% from operational costs and realised multimillion-dollar savings.
* **Digital Quick Win (<2 months)**: Avoid cash-out of 200M€ at COVID crisis by turning 1 Mio booking cancellations to digital vouchers, using RPA processes to quickly replace manual work

Accor−Munich, Germany

**Vice President, Partner Relations & Strategic Projects** • January 2016 – November 2018

Held full accountability for overseeing large-scale Carve-Out affecting 300 hotels. Directly managed 15 Senior Directors responsible for re-structuring Shared Services and securing new revenue streams at corporate level. Led negotiations with new hotel owner/operators. Fostered solid relationships with key stakeholders and strategic partners.

***Key Achievements:***

* **Business Transformation:** Secured multimillion Euro income stream from franchise fees by transitioning 300 hotels from ownership to franchise/management service model using digitalised partner relations and service processes.
* **Restructuring / Organisational Design:** Enabled existing commercial operations to fit new business model by overhauling organisational structure which streamlined IT and workflow processes and drove efficiency across sales, marketing, and distribution functions.
* **Digital Quick Win (<6 months)**: Deployment of a global Partner Relationship Management on MS Dynamics to manage 600 hotel partners/5,000 hotels worldwide with portfolios of 1 - 300 hotels, associated contracts, commitments, resubmissions, visit reports etc.
* **Business Development:** Integration of +50 hotels into the brand portfolio, capitalizing on Cloud-based digital assets within easy-access Franchise business model

Accor−Munich, Germany

**Vice President, Sales & Distribution Systems – Business Intelligence & Sales Support** • January 2013 – December 2015

Orchestrated various projects and initiatives to implement digital solutions for commercial teams. Coached and mentored 40 global team members, including Solutions Managers and After Sales Admins. Conducted comprehensive review of digital landscape to devise strategic plan that aligned with global strategy.

***Key Achievements:***

* **Digital Transformation:** Enhanced customer engagement and positioned business as EU leader for digitalised self-services by creating and implementing processes and IT infrastructure for a self-check-in and out system for 400 hotels.
* **Post Merger Integration:** Integrated 11 EU country offices into central European commercial operations which facilitated knowledge sharing, encouraged bias for action, and led to 30% increase in efficiency between B2B sales and after sales teams.
* **Business Development:** Integration of +100 hotels into the brand portfolio, capitalizing on brand new cloud-based digital assets for an easy-access Franchise business model

Accor (AD Smard) −Munich, Germany

**Director, Business Development – Distribution Systems & Support** • January 2009 – December 2012

Supervised enterprise-level project to integrate B2B and B2C CRM and deliver improved customer service as well as greater staff efficiency. Defined project scope and gathered business requirements to establish the IT and change management roadmap. Liaised with cross-functional teams of IT, Commercial and Operations to execute system implementation plan.

***Key Achievements:***

* **Organizational Design:** Significantly boosted efficiencies by implementing new digital sales processes that enabled staff to quickly respond to market trends and win new business at lowest possible cost.
* New processes facilitated 50% reduction in salesforce which produced substantial cost savings.
* **Digital Transformation**: Executed digitalisation project to architect live-reporting solution that leveraged big-data and machine learning to track client activity in 400 hotels which empowered leaders to make data-driven decisions.
* **Digital Quick Win (<6 months):** used BI for targeted client prospecting to identify 800 B2B addresses out of 13 Mio data records, consolidated from 400 point of sales; overall revenue potential at 16 M€

**Further Professional Experience**

**Various IT Project Manager and Commercial Director positions in Munich, London, Zurich** • June 1998 – December 2009

Please don’t hesitate to ask for more details

**Education & Qualifications**

IHK München & Oberbayern−Munich, Germany • **Master Professional of Business Management (CCI, BS)**

Ibis Hotel & Education Centre −Regensburg, Germany • **Hotel Apprenticeship**

Haufe Akademie −Freiburg, Germany • **DBVC Certified Business Coach | Argumentation for Managers & Rhetoric**

Korn Ferry • **Hogan Assessment**

Thiel & Partner • **The Manager as Coach | Emotional Intelligence**

Markus Marthaler • **Leadership & Responsibility**

Florian Mück• **Presentation Skills**

Scottwork• **Negotiation Skills**

***Technical Skills***: MS Office Suite, SQL, PHP, IMB Cognos, Salesforce.com, and RPA Programming.

***Languages***: German (Native), English (Fluent), and French (Fluent).