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## Dr Frank Behrend

Transformation Expert and Change Manager

### At a glance

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#### Knowhow and industries

- Specialised in sustainable transformation work, innovation management, restructuring and complex projects
  - Industries: Service and IT Services, Manufacturing, Financial Services, Logistics / Transport, Public Administration, Banking, Medical Technology
  - Confident goal- and result-oriented leadership style, very experienced in setting up "agile" project structures and implementing efficient business processes
  - As a pragmatic lateral thinker, I question the cherished status quo and support with bold ideas and innovative implementation concepts
  - Dipl.-Ing. (RWTH), Executive MBA and doctorate abroad. Certifications as project manager, process specialist, management auditor and coach
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#### Working methods and personality

Quotes from customers, partners, and colleagues (references on request)

*...Analytical and empathic partner even in difficult transformation processes with a broad case of approaches and solutions combined with a strong network. Above all, one thing: human!*

*...Dr Behrend demonstrated exceptional initiative, creativity, and leadership qualities in the successful implementation of the planned organisational changes for which he was responsible.*

*... "Mission Impossible" and "Make it Happen" are his fields of action. His system- and people-oriented approach is convincing.*

*...My colleagues and I have found him to be a smart sparring partner who has excellent leadership and organisational skills.*

*...With foresight and doer qualities, he managed to the timely processing of 130 million pension payment notifications in the following year.*

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### Top 5 - Reference projects (details and project reports under "Selected projects")

- Transformation of the primary manufacturing site with 1,400 employees in the medical technology sector
- Managed the China market entry for Lufthansa financial services subsidiary
- Transformation roadmap and innovation management for leading European service provider in the toll sector
- Restructuring of the "Sales & Operations" division with a transaction turnover of around 3 billion €
- Implementation of a standardised project management and development procedure in state authority

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## Entrepreneurial stations

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‣ **transformation.work GmbH (Since 2002 / formerly eliqos GmbH)**

Founder and managing director of a consulting firm in the field of transformation and innovation management.

‣ **Comadi GmbH (2014 - 2016)**

Co-founder and shareholder of a digital start-up in the B2B travel management sector.

‣ **Luther & Partner Management Consultant (2008 - 2011)**

Senior partner in charge of process and supply chain management as well as project and crisis management in the healthcare and (health) insurance environment.

‣ **Freelance consultant, project manager and trainer (1993 - 2001)**

Worked for Siemens, Hoechst Celanese, Microsoft and Novell, among others, as well as various medium-sized companies in the areas of organizational / IT consulting and quality management.

‣ **WKS Rechnersysteme GbR (1988 - 1992)**

Founder and co-owner of a sales / service company in the IT sector. Head of hardware planning, production and service.

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## Selected projects

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‣ **Leading European toll service provider (2019 - 2021)**

Industry: Service and IT services

Position: Transformation consultant

Activity: Advising executive management in designing and implementing a **transformation roadmap** and **systematic innovation management**. Guiding management teams in establishing **efficiency programmes** using **agile management methods** and setting up a **corporate start-up**. Workshop design & facilitation as well as individual and team coaching.

[Link > Project report "Up in the air: Reaching cruising altitude with interim managers" \(D\)](#)

[Link > Project report "Organisational Ambidexterity in Practice" \(D\)](#)

‣ **Adjust GmbH (2019)**

Industry: Software development

Position: Coach

Activity: Support and accompaniment of an executive manager at a **leading international Berlin scale-up** in the field of mobile measurement, fraud prevention and cybersecurity in the context of a **critical business transformation**.

[Link > Project report "Coaching for Scale-Ups?" \(D\)](#)

‣ **Viega Holding GmbH & Co. KG (2018 - 2019)**

Industry: Sanitary and heating engineering

Position: Interim Manager

Activity: Project management and change management in the context of securing more than 600 globally distributed manufacturing and logistics facilities regarding **cybersecurity (IT) and availability (supply chain)** at an international family-owned company with around 3,500 employees worldwide.

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## Selected projects

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‣ **InfraServ GmbH & Co. Knapsack KG (2017 - 2019)**

Industry: Industrial services

Position: Transformation consultant

Activity: Supporting management and the internal change team as part of a multi-year **strategic change programme**. Design and facilitation of top management workshops.

[Link > Project Report "Silent Rebellion" \(D\)](#)

‣ **BIOTRONIK SE & Co KG (2017-2018)**

Industry: Medical technology

Position: Interim Manager

Activity: **Transformation of the primary manufacturing site** with 1,400 employees. Stabilisation and optimisation of the existing reorganisation programme. Establishment of an effective stakeholder management, definition of standardised service level agreements and implementation of lean process management.

[Link > Project report "Back on the home stretch" \(D\)](#)

‣ **UNION TANK Eckstein GmbH & Co KG (2016-2017)**

Industry: Logistics / Transport

Position: Interim Manager

Activity: **Restructuring of the "Sales & Operations" division** with a transaction turnover of around € 3 billion. Site closures, centralisation and harmonisation of affected business processes, optimisation of the central customer care area and professionalisation of online services. Consulted adaptation of relevant IT systems and establishment of a new reporting framework.

[Link > Project report "In the battle for market share" \(D\)](#)

‣ **Leading French group in smart card manufacturing (2016)**

Industry: Electronics

Position: Co-Facilitator / Coach

Activity: Advised and supported the top management in the **integration of an acquired company**. Preparation and implementation of management workshops with up to 75 participants in Europe and Asia.

‣ **German group of companies in the private label sector (2015)**

Industry: Consumer goods

Position: Interim Manager

Activity: Leading European provider of private label solutions with production sites in Germany, Spain and Turkey, among others. Managed the successful **commissioning of a main production line destroyed by fire** under enormous time pressure, i.e. 13 months instead of the regular 30 months.

‣ **Service network in the financial environment (2013)**

Industry: Financial services

Position: Interim Manager

Activity: Overall project management of the **replacement of a complex product management system** in connection with the **optimisation of more than 40 boundary-spanning business processes** in a service network involving a state bank and a direct bank as well as two IT and service providers.

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## Selected projects

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▶ **Lufthansa AirPlus Servicekarten GmbH (2011 - 2012)**

Industry: Financial services

Position: Interim Manager

Activity: Managed redevelopment of troubled project "**Global sales automation and introduction of Customer Relationship Management (CRM)**" with a total of six sub-projects and around 16 employees in the core team. Establishment of an agile project approach as well as an accompanying communication and change management.

[Link > Project report "Worlds Collide" \(D\)](#)

▶ **Drägerwerk AG & Co. KGaA (2010 - 2011)**

Industry: Medical and safety technology

Position: Transition Manager / Consultant

Activity: Customer had to **restructure its corporate IT** and simultaneously **changed the outsourcing provider**. Setup and management of the Programme Management Office (PMO) as well as consulting in the areas of multi-project planning and control, supplier management and risk, stakeholder and crisis management. Migration of more than 50 business-critical applications - half of them SAP systems. Monitoring of 22 project managers, around 100 internal departments and more than 15 suppliers.

▶ **Lufthansa AirPlus Servicekarten GmbH (2008 - 2009)**

Industry: Financial services

Position: Interim Manager

Activity: **Managed the China market entry**. Lead a multicultural and interdisciplinary team of over 120 people in a total of 7 globally distributed projects. Setup of the Beijing and Shanghai locations. Negotiations with Chinese authorities, banks, airlines and agencies. Product, contract and process development as well as corresponding IT implementation.

[Link > Project report "Market entry in China" \(D\)](#)

▶ **Computer Centre of the Finance Administration of the State of NRW (2009 and 2001 - 2002)**

Industry: Public administration

Position: Management Consultant / Coach

Activity: **Implementation of a standardised project management and development procedure** (V-model / RUP) as well as **coaching of several project managers** regarding the introduction of a nationwide e-government solution for electronic tax and pensionaccounting system.

[Link > Project report "Authority Digital" \(D\)](#)

▶ **Volkswagen AG (2006)**

Industry: Automobile

Position: Management consultant

Activity: Identification of savings potentials and concepts to **increase productivity in the global R&D organisation** with focus on component and module costs in the small car segment. Consulting and implementation support regarding the operational implementation of **market entry and expansion strategies for emerging markets** (India).

▶ **Siemens AG (2005 and 2006 - 2007)**

Industry: Electrical industry

Position: Management consultant

Activity: Development and implementation support of a **strategy for intellectual capital and knowledge management**.

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**Training ♦ Certifications (excerpt)**


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<b>Agile Leadership &amp; Methods Training</b> , Brainbirds GmbH, DE	2020
<b>SCRUM Master &amp; Product Owner Training</b> , Maxpert GmbH, DE	2019
<b>ORSC™ Coach</b> (Organization & Relationship Systems), CRR Global, USA / NL	2017
<b>Co-Active® Coach</b> , The Coaches Training Institute (CTI), USA / NL	2015
<b>U.Lab Course: Transforming Business, Society, and Self</b> , MIT Boston, USA	2015
<b>Train-the-Trainer in Leadership / Team Development</b> , Oxford Leadership, UK	2014
<b>Certified Business Process Professional (CBPP)</b> , European Association of BPM	2014
<b>Certificate "Interim Manager International"</b> , Dachges. German Interim Management e. V.	2012
<b>PRINCE2 Certification</b> , APM Group, UK	2009
<b>Project Management Professional (PMP®)</b> , PMI, USA	2002
<b>EFQM Assessor</b> of the European Foundation for Quality Management, Brussels	1998
<b>DBA (Doctor of Business Administration)</b> , University of Southern Queensland, Australia	2000 - 2005 *
<b>Executive MBA (Master of Business Administration)</b> , European University, Netherlands	1995 - 1997 *
<b>Dipl.-Ing. (Aerospace Engineering)</b> , RWTH Aachen, Germany	1986 - 1995

\* *extra-occupational*

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**Languages**


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**German** - mother tongue

**English** - business fluent

**French** - advanced

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## Lectures and publications (excerpt)

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**"Building Blocks of an Innovative Restructuring Methodology - Approaches to Addressing Currently Existing Deficits"**. Article in [KSI](#) Crisis, Restructuring and Insolvency Consulting, Issue 5/21 (August 2021).

**"The Clash of Systems in Corona Crisis Management"**. Guest article in [Springer Professional](#). (July 2021)

**"Corporate crises: Survey on success factors of reorganisations and restructurings"**. Article in [KSI](#) Crisis, Restructuring and Insolvency Consulting, Issue 3/21. (May 2021).

**"Back to the future: rethinking restructuring and insolvency consulting"**. Article in [KSI](#) Krisen-, Sanierungs- und Insolvenzberatung, Issue 4/20. (July 2020)

**"Learning at speed - what those responsible for scale-ups should pay attention to"**. Article in [Starting-up](#) | Das Start-Up-Magazin. (June 2020)

**"Nothing ages as fast as the future: how do companies deal with obsolete knowledge?"**. Guest article in [t3n - digital pioneers](#) | Das Magazin für digitales Business. (November 2019)

**"Hierarchy pyramid or anthill? - Organisations in continuous change"**. Article in [Transformation Magazine.com](#). (September 2019)

**"Silent rebellion: What to do when the management team suddenly mutinies?"**. Lecture at the [ISB Pioneer Lab 2019](#), ISB Heidelberg. (February 2019)

**"Digital transformation is not an IT project! - Executives as Chief Experimental Officers"**. Article in [Computerwoche](#), IDG Verlag. (September 2018)

**"Like conductors on a tightrope - the importance of leadership in transformation"**. Online article in [return - Magazine for Transformation and Turnaround](#), Springer Verlag (December 2017)

**"Knowledge Management Knowledge Transfer Knowledge Networks - Concepts Methods Experiences"**. Co-author, Publicis Verlag (2nd edition September 2014 / 1st edition April 2010).

**"Competence-based Project Management"**. Co-author of the official reference manual for the certification of project managers, Deutsche Gesellschaft für Projektmanagement (May 2009)

**"CeBIT 2008: Knowledge Management (KM) & Social Network Analysis (SNA)"**. Joint presentation with Detecon International GmbH, Hannover, Germany (March 2008)

**"Networked Knowledge - Making the Invisible Visible"**. Article in "wissensmanagement - Das Magazin für Führungskräfte" 5/2007, Germany (July 2007)

**"Trust in Virtual Project Teams - An influential facilitator for knowledge sharing"**. Presentation at Marketing & Management Development 2006 Conference, Pole University, Paris, France. (July 2006)

**"Technology Transfer - Identification and assessment of implicit knowledge resources in dynamic network structures"**. Lecture at the Institute for Project Management and Innovation (IPMI), University of Bremen. (May 2006)

**"Collaborate today and compete tomorrow - Protecting key knowledge in inter-organisational alliances or networks"**. Article in the Knowledge Management Review, London, Great Britain (January 2006).

**"Knowledge Management in virtual project environments: A socio-cultural perspective"**. Paper presented at the Fifth International Conference on Knowledge, Culture and Change in Organizations, University of the Aegean. Rhodes, Greece. (August 2005)