

# Jan Hoffmann

+  
Partner

## Curriculum Vitae

### Personal Data

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*Day of Birth* 24/07/1969 in Ilmenau



### Employment

#### *Jan Hoffmann + Partner*

##### Process Consulting, Project- and Interim Management

- Developing and optimizing business strategies and processes, organizational structures, and internal controls along the Purchase-to-Pay and Order-to-Cash value chain
- Project management and controlling as well as change management
- Filling open positions in operational excellence projects, SCM / Procurement, Finance and Controlling

A hands-on manager with over twenty years operation, consulting, project management and audit experience working for multinational companies. A conscientious and enthusiastic person who is being able to process information quickly and effectively as well as understands fully the importance of meeting targets and deadlines. An all-round thinker with a pragmatic style of approaching problems which is underpinned by an ability to structure tasks and break them down into their constituent elements. This effective and versatile combination of skills ensures balance in decision-making bringing both hard data and psychological factors into account, especially when managing resources or situations. Self-motivated and a team leader who thrives in environments of challenge and change. A disciplined professional who actively pursues personal education programs.

*10/2018 – 09/2020*

##### **Interim HR Controller, Tech Data GmbH & Co. OHG**

- Supporting the integration and restructuring of two country organizations following an acquisition.
- Planning and conducting internal payroll costs allocations
- Preparation and realization of the annual merit increases
- Interim head of HR Controlling (since 12/2019, 3 employees)
- Responsible for personnel planning, and both, payroll and restructuring budgets
- Planning and monitoring activities to cope with the impact of COVID19

*01/2019 – 09/2020*

##### **Interim Business Line Controller, Tech Data GmbH & Co. OHG**

- Preparing month end closings in accordance with US GAAP, responsible for internal service charges within three country organizations
- Responsible for financial planning and analyses as well as internal reporting for the Strategic Business Unit Endpoint Solutions
- Conducted business analyses with a focus on profitability

01/2019 – 11/2019

**Special Projects, Tech Data GmbH & Co. OHG**

- Purchase-to-pay process analyses and supporting the accounts payable transfer to the Shared Service Center in Barcelona
- Realignment of the indirect procurement and fleet management
- Transfer all employees in both Germany and Austria to a common travel and expense solution (Concur)

10/2017 – 07/2018

**Interim Finance Director, Stadtwerke Oranienburg GmbH**

- Strategic and operational responsibility for the Finance Department: Controlling, Accounting, Credit & Collection as well as Purchasing
- Standardizations and development of financial processes and implementing monthly reporting
- Rebuilt and developed Billing and Credit & Collection processes
- Initializing and running a Financial Excellence program
- Supporting the foundation of a holding structure

05/2017 – 09/2017

**Interim Head of Purchasing, Stadtwerke Oranienburg GmbH**

- Setting-up a central purchasing function
- Developing both a commodity management and strategy (€ 40m annual spend)
- Supplier selection, management and development
- Conducted market and purchasing channel analyses
- Standardized and shaped purchasing to pay processes and consolidated vendors
- Renegotiation of service contracts, terms and conditions

11/2016 – 05/2017

**Strategic Buyer (Interim), BRITA GmbH**

- Supporting the realignment of the group's indirect procurement
- Responsible for strategic commodity management with a focus on facility management and personnel services
- Optimizing the vendor portfolio through dedicated supplier selection, management and development
- Conducted market and purchasing channel analyses
- Standardized and shaped purchasing to pay processes and consolidated vendors
- Renegotiation of service contracts, terms and conditions

**Schindler**

04/2014 – 07/2016

**Head of Purchasing (non-production material and services) and fleet management at Schindler Deutschland in Berlin, Germany**

- Responsible for commodity management, supplier selection, management, audit and development (€ 140m annual spend)
- Built and led the team (6 people on three German locations)
- Realigned the roles and responsibilities, purchasing channels and increased eProcurement
- Conducted market and purchasing channel analyses
- Standardized and shaped purchasing to pay processes and consolidated vendors
- Renegotiation of service contracts, terms and conditions

05/2012 – 04/2014

**Facility Manager**

- Responsible for Schindler's operational and strategic facility management with a focus on the Schindler campus in Berlin, 2 direct reports

- Changed from a cost driven to a P&L driven approach with a focus on asset protection
- Developed a long-term strategy for the campus, repositioned the real estate and developed the tenant portfolio
- Modernization of campus buildings, changing office concepts and building a new work environment
- Vendor consolidation, renegotiation of service contracts, terms and conditions

10/2009 – 04/2012

#### **Business controller, fleet and project manager**

- Budgeting and reporting on Schindler's service and repair business of € 330m
- Conducted business analyses focusing on portfolio protection, group transfer prices and pricing compliance audits
- Conducted market and competitor analyses
- Supported both budget and strategy planning
- Purchasing and project controlling for a German Supply Chain initiative
- Renegotiated telecom and insurance terms and conditions
- Fleet and interim facility management
- Reviewed internal controls on financial reporting (ICFR)

10/2008 – 09/2009

#### **Fleet Manager**

- Strategic and operational responsibility for 2.400 cars or € 18m annual structural cost
- Defined and implemented new policies and standards
- Analyzed cost drivers and defined actions to manage cost
- Rewrote the employers / workers council agreement and conducted negotiations with workers council
- Led and conducted a European fleet tender (12.000 cars or € 60m annual purchasing volume) with both manufacturers and lessors

### **Tech Data**

03/2006 – 09/2008

#### **Director Financial Processes & Controls at Tech Data in Munich, Germany**

- Supported the German Turnaround Program as project manager for the Financial Excellence and Organizational Health (HR) modules
- Led European initiatives to achieve performance improvements and cost savings in: Customer and Vendor Account Profitability, Working Capital, Account Payables and Vendor Receivable, Credit and Financial Services
  - Recruited and built the project team (8 people on six European locations)
  - Analyzed and benchmarked business processes, organizational structures, information systems and data, and internal controls
  - Standardized business processes and controls, the SAP system customizing, master data and structures
  - Training both management and personnel, monitored the transition to operations and facilitated behavioral change

11/2004 – 02/2006

#### **Director Sarbanes-Oxley Compliance – Europe**

- Led the European Sarbanes-Oxley compliance projects
- Built and developed the Sarbanes-Oxley team (8 people on five European locations)
- Developed, documented and tested internal processes and controls

01/2003 – 10/2004

#### **IT Audit Manager – Europe**

- Managed the European SAP R/3 authorization retrofit project (internal

secondment)

- IT risk analyses, planned and executed information technology and post SAP implementation reviews of European units
- Evaluated and implemented new software tools to enhance financial, operational and IT audit efficiency and provided in-house training

### **Black & Decker**

09/2000 – 12/2002

#### **IT Audit Manager – Europe at Black & Decker in Slough, UK**

- Conducted IT risk analyses, planned and executed information technology reviews of European units (provisional world-wide)
- Analyzed and assessed business processes, information systems and projects, and internal controls
- Developed the department's audit methodology for integrated audits in the SAP environment
- Evaluated and implemented new software tools to enhance financial, operational and IT audit efficiency and provided in-house training
- Supported the business during SAP, SG&A cost management, and time and expense system implementations

### **PricewaterhouseCoopers**

05/1997 – 08/2000

#### **Risk Management Consultant at PricewaterhouseCoopers in Frankfurt, Germany serving clients in consumer industrial products, pharmaceuticals and financial services**

- Analyzed and assessed business processes, information systems, internal controls and organizational structures
- Redesigned processes, structures and controls and provided project and change management support
- Project and risk management through system implementation
- Performed IT and operational due diligence and delivered post-merger integration services
- Audit support and Internal Audit services
- Represented PricewaterhouseCoopers at recruiting events

05/1995 - 12/1995

Internship at PDV-Systeme Erfurt, Germany

04/1994 - 09/1994

Internship at the German-British Chamber of Industry & Commerce in London, UK

01/1990 - 08/1990

Work as an electromechanic at the Elektrogerätewerk Suhl, Germany

## **Education**

02/1996 - 03/1997

**Masters Degree in Business and Management** at East London Business School, University of East London, UK

09/1990 - 12/1995

**Masters Degree in Industrial Engineering and Management** (technical subject area Electrical Engineering) at Technical University Ilmenau, Germany

09/1989 - 12/1989

Military Service

09/1986 - 08/1989

Technical College in Suhl, Germany

- Abitur (university entrance)
- Electromechanics (professional qualification)

09/1976 - 08/1986

Primary and Secondary School in Gehren, Germany

## **Professional Qualifications**

11/2002

Six Sigma M.A.I.C.

11/1999

Certified Information Systems Auditor (CISA)

## **Skills**

Languages

English (fluent spoken and written), German (mother tongue)

Software

SAP (FI, CO, MM, SD, Basis), SAP BW, Analyses for Office, SAP HANA, Ariba, SAP HR; Workday, WMD, Readsoft, ACL, MS Navision, MS Office, MS Access

## **Membership**

since 10/2018

Bundesverband Materialwirtschaft, Einkauf und Logistik e.V.

since 12/2017

Dachgesellschaft Deutsches Interim Management e.V. (DDIM)