

# Profile Oliver Nachtrab



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## To whom it may concern

Interim Manager



### My motto:

Encourage change and provide support to develop people, organizations and ideas further and pride arises.

## Oliver Nachtrab

Interim Management C-Level | Sales | Product Management | Process Optimization | Digitalization | Digital and new Business Models

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Date of birth August 22<sup>nd</sup> 1972 | Roth | Germany

Education Mathematician Diploma (Diplom-Mathematiker)

Online Profiles [www.olivernachtrab.de](http://www.olivernachtrab.de) | [www.nachtrab.io](http://www.nachtrab.io) | [XING](#) | [LinkedIn](#) | [DDIM](#)

## Summary

- Main expertise: **Interim Management: C-Level | Sales | Product Management | Digitalization | Process Optimization | Digital Business Models**
- Results: **Consolidation and centralization Sales, formerly decentralized in 20 plants worldwide | Streamlining of product portfolio, vision and strategies** | Expansion | Strategic alignment company and subsidiary | Build SaaS StartUp with 367% growth | 300% growth within 10 month after Relaunch Cloud/SaaS solution
- **Revenue up to 320 Mio. € | Management of +170 employees**
- Professional stations: Dell/EMC | 1&1 Internet AG (Ionos) | Open-Xchange | Telekommunikation Lindau | Aalberts Industries | EnBW | AHC Oberflächentechnik | Suse Linux | Fujitsu Technologies
- **Strong leader** with demonstrated achievements building and growing (international) technology companies
- Innovative **Sales & Product Expert** and **General Manager** | operational excellence, leading teams and achieving expected results
- Analytic | structured | result- and service oriented | strong communication skills | **native German and fluent English**

## Positions:

- C-Level | Managing Director | Management Team
- Business Unit Lead | Director (C-1, VP, SVP)
- Project Manager & Change Manager

## Professional Focus:

- **Managing Director SMB**
- **Increase professionalism in Sales, Product Management & Digital Processes**
- Build and Extend **Sales to boost growth** (Managing Director Sales, Country Manager, Director, VP, Chief Sales Officer)
- Build and Extend Product Strategy (**CPO**, Chief Product Owner, VP Product, **Vice President/Director Product Management, Director Business Unit**)
- Digitalization and process optimization (CDO, Chief Digital Officer, Project Manager)
- Sales | Marketing | Customer- and market segmentation

## Industries and Target Groups:

- **IT | Cloud** - Software | Hardware | Services (**B2B**)
- **Technical Solutions and Products in need of explanation (B2B)**
- **Service Provider | Hosting | Telecommunication**
- **Manufacturing with a focus on Sales**, Product Strategy, Digitalization, Process Optimization
- Size / Responsibility
- **Revenue:** 15 – 700 Mio. €
- **Employees:** 10 – 300

## My Why and How



## Professional Experience

10/2013 - today

**Namasas GmbH** | Pastetten | www.namasas.com | www.nachtrab.io

Interim Management and Project Management for IT, High Tech, manufacturing companies

### *Interim Manager, Chief Executive Officer & Owner*

- Multiple mandates as C-Level- and **Interim-Manager**: C-Level, (C-1)-Level, COO, Managing Director Sales, Chief Product Owner (CPO), VP/Director Product Management, CDO
- **Interim Management: Full list, Tasks and Results see Attachment (customer names on request)**
  - Engagement Manager: Electric Utilities Company | Sales -IT | Nearshoring, Cost reduction
  - COO: Big Data SaaS Solutions | Product strategy | Business Modell analysis
  - Project Manager Post Merger Integration: Metal Industry | Total Sales 330 Mio. € | 50 plants worldwide
  - Managing Director Sales: Metal Industry | 130 Mio. € | 19 Plants
  - Managing Director: Telecommunication & Data Centre
  - CPO – Chief Product Owner: Hosting and Cloud Service Provider
- **Consulting & Coaching Projects: Sales, Product Management & Strategy**
  - Automotive Supplier: Analysis and optimization of an US plant
  - Software-Solution Health Management: Company strategy, organizational structure, User Experience, Product Management, Agile Development
  - IT Infrastructure Solutions: Product Management (30 people) Coaching, Increase market and customer centricity, implementation of new mind set, processes and methods
  - Regional utility company: Telecommunication subsidiary analysis: P&L, fibre optics development, alternative financial investors, business plan, optimization sales
  - Tax consulting company: Digitalization office processes, introduction “company online” at client side
  - Many different customers: projects for new customer acquisition, customer management, lead generation
- **Trainings | Workshops | Coaching for Product Management**
  - 75+ Events (Trainings, Workshops, Speeches) | 100+ different companies | 450+ attendees
  - Moderation Product Conference: Working Products



02/2015 – today

**Namasas Invest GmbH** | Pastetten

Investment and Funding companies

### *Investor, Business Angel, Chief Executive Officer & Owner*

- Strategic investment into companies
- Coaching and Mentoring of management (invested companies)

- 01/2012 - 09/2013 **Bestseller GmbH** | Munich | www.bestseller.de  
 Sales service provider with IT and High Tech focus | Rev. 11 Mio. € | 190 employees  
**COO & Member of Managing Board**  
 Responsibilities: Revenue 11 Mio. € | Managing 170 employees
- Operational Management with full responsibility for profit and loss results
  - Development and implementation Service Portfolio
- Key Accomplishments:**
- Established a new subsidiary in Duesseldorf
  - Cost savings by closing unprofitable subsidiary in Nuremberg
  - **1,4 Mio. € EBIT p.a.**
  - **Successful implementation of +60 Sales projects across different industries and solutions**
- 01/2011 - 11/2011 **1&1 Internet AG** | Karlsruhe | www.hosting.1und1.de  
 Hosting Solutions | Rev. 350 Mio. € | 500 employees  
**Senior Vice President / Head of (C-1) Product Management, reporting to CEO**  
 Responsibilities: Rev. 50 Mio. € | 70 employees | budget: 150 Mio. (Growth project)
- Management of five departments | Project teams with +150 employees
  - **Profit & Loss responsibility for international Application Hosting Business with 4,5 Mio. Customers in Germany, USA, Canada, UK, Austria, Spain, France and Poland**
  - Management of Steering Committees with CEO United Internet, CEO, CTO, CFO 1&1
  - Development of 1&1 Cloud Applications Strategy
- Key Accomplishments:**
- **Business Plan for board of directors | Managed approved growth program**
  - Successful international launch (September 2011) including TV Spots
  - **Growth: total 300% (10 month), Spain: 1000% (one month), UK 600% (two month), US 500% (three month)**
  - Product Launch in new markets: Austria and Poland
  - Built & executed organizational development plan | 140 new positions
- 09/2008 - 12/2010 **EMC Deutschland GmbH** | Ismaning | www.emc2.de |  
 IT-Infrastructure Solutions | Rev. 197 Mio. € | 1.000 employees (WW: 40.000)  
**District Manager Sales, reporting to Area Manager Germany and SMB Manager EMEA**  
 Responsibilities: Sales Revenue 30 Mio. € | 35 employees
- 07/2005 - 07/2008 **Open-Xchange AG** | Nuremberg | www.open-xchange.com  
 SaaS/Cloud Solutions | Rev. 3 Mio. € (now 45+ Mio. €) | 50 employees (now 250+ employees)  
**VP Products, Business Development and Marketing**  
 Responsibilities: Building Start-Up | Fund Raising | Winning strategic customers (Telcos, Hosting, e.g. 1&1)
- 07/2002 - 06/2005 **Novell Inc. & Suse Linux AG** | Waltham (USA) and Nuremberg | *Director Product Management* | M&A projects | Post Merger Integration product strategy
- 01/1997 - 06/2002 **Interflex GmbH** (prev. Astrum GmbH) | Erlangen | *Product Manager, Consultant, Project Manager*

## Education

- 09/1992 - 08/1997 **Mathematician Diploma (Diplom-Mathematiker)** | Friedrich-Alexander-University (FAU) Erlangen-Nuremberg | Erlangen  
 First Exam teaching degree secondary school (German Gymnasium) | FAU Erlangen-Nuremberg | Erlangen
- 07/1991 University-entrance diploma (Abitur) | Gymnasium Roth | Roth

## Training and Certification

- Selection Seminars: **Leadership excellence**, subject-specific qualifications:
- Management Excellence at Novell | Misc | 10/2004 - 02/2005
  - Product Management, Sales- and Leadership seminars | Misc | 07/1999 - 10/2009
  - Professional Scrum Master (PSM)
  - Professional Agile Leadership (PAL)
  - Knowledge Centered Services - KCS

## Further Information

- IT Know-How Microsoft Office | ERP-Systems | CRM-Systems | Project Management-Tools | BI | Cloud SaaS | Data-Management
- Memberships **DDIM – Dachgesellschaft Deutsches Interim Management e.V.**
- Languages **German:** native | **English:** fluent
- Engagement Refugee Help Pastetten | 11/2015 – today  
 Animal Rescue  
 Pro bono coaching and mentoring for Start-Up companies
- Publications Nachtrab.io Product Management Map | Product Management articles and tools (<https://nachtrab.io/blog/>)
- Interests Racing bike | my dog | Reading (Economy-, Finance- and management magazines)

Pastetten, 1. October 2020

### Attachments:

- References
- Sample Interim Management Projects

## References describing my work and personality

"**1&1 Internet** is a leading global provider of hosting products and Internet applications. **Oliver Nachtrab developed** at 1&1 **a successful product strategy** for Internet applications for small and medium-sized businesses. In particular, **he led the worldwide launch** of our new flagship product 1&1 MyWebsite. Right after the launch, the MyWebsite **product achieved enormous growth rates**. Even today, applications for small and medium-sized businesses are one of the growth pillars of the company. Through his management style, he managed to challenge and promote his product teams at the same time. When making the necessary changes, he ensures the teams are involved at an early stage.

**Dr. Oliver Mauss, CEO and CEO 1 & 1 Internet Hosting, CEO United Internet Ventures, Member of Boards of Directors and Supervisory Boards (today: CEO PlusServer)**

"In 2005, we started with **Open-Xchange** to provide enterprise customers with a Linux-based alternative to Microsoft Exchange through resellers and system integrators. Already the following year, we recognized the enormous opportunities of **cloud computing and software-as-a-service** - and **had to completely redesign product development and sales**. At that time, Oliver Nachtrab, **as VP Products (CPO)**, defined and introduced the necessary processes with which we can guarantee the quality, punctuality and functionality of our software products even today. "

**Rafael Laguna de la Vera, CEO of Open-Xchange AG, Founding Director Agentur für Sprunginnovation (SprinD)**

„Mr. Nachtrab’s keen **perception and strong analytical skills are outstanding**. He is able to channel all information into correct conclusions **and executes the right actions**. He belonged to our team starting at day one and acted, if he had been member of the team for ages. **Without him AHC Sales would not be that strong** and AHC itself would not be such a successful market leader as it is today.“

**Dr. Hartmut Sauer, CEO AHC Oberflächentechnik, Unit of Aalberts Industries (today: CEO KAP Surface Technologies)**





„Mr. Nachtrab’s excellent practical experience and his methodical approach enabled us to **strengthen our processes to become more professional in all areas**. His profound market knowledge and analytical skills **provided us with alternatives and opportunities, we certainly would have missed out**. With his support we were able to build a long lasting business plan to successfully execute on.“

**Klaus Steiner, CEO Stadtwerke und Telekommunikation Lindau (B)** (today: CEO Stadtwerke Dorfen & Chariman of the board VBEW, Veband der Bayerischen Energie- und Wasserwirtschaft)

"At eccenca GmbH, we merge the boundaries between individual application systems, departments and hierarchies into an integrated, agile data view. [...] Oliver Nachtrab impressively demonstrated to my product managers and me, using many practical examples, the connections between the collection and **processing of market and customer information and the practical implementation of these facts into productive and commercially successful products**. With the knowledge learned by Mr. Nachtrab, we can **anchor the role of product managers in our organization better and more efficiently** and operate more successfully in our market."

**Hans-Christian Brockmann, CEO eccenca GmbH, CEO Brox-IT GmbH**

"The solute GmbH with its brand **www.billiger.de** works in a very **dynamic environment with constantly changing conditions**. Mr. Nachtrab supported us with his practical experience in **optimizing our product and content organizations**. Our newly formed team is now working successfully with a **high customer focus**. Through his inspiring and analytical way of working, Mr. Nachtrab helped us **to optimize the existing service portfolio and to create new ideas for our customers**.

**Hanno Hensing, Director Portal billiger.de, a brand of Solute GmbH**

"Mr. Nachtrab identifies with the company. He is 100% loyal. He listens, questions products and processes, understands them before **he makes a recommendation, plans, measures and implements them effectively**."

**Matthias Kester, Managing Director AHC Oberflächentechnik (today Aalberts Surface Treatment)**

"**Mr. Nachtrab understands the complex dependencies in holding structures with different business fields**. Our challenge as a locally acting public utilities company, which apart from the core business (energy, heat, water) is also responsible for city traffic, baths and telecommunications, is the fast adjustment to continuously changing requirements. **Mr. Nachtrab led us to new opportunities, partners and investors, which gave the holding more financial and creative scope!** "

**Silke Fischer, Financial Head Stadtwerke Lindau (B)**



## Interim Management Projects

11/2019 – 07/2020 **Electric Utilities Company** | Karlsruhe, Germany |  
Supplier of electric energy | e-Mobility solutions | 23.000 employees

***Engagement Manager, Strategic Project Manager (Sales-IT)***

Reporting to upper Management (C-1)

**Tasks:**

- Cost reduction IT-landscape with focus on DMS and Archiving
- Analysis, selection, implementation, pilot development projects with Nearshoring-Partner
- Collaboration model for B2C and national market divisions

**Results & Achievements:**

- Reduction productive storage: 92%; cost reduction p.a. >0,5 Mio. EUR
- Increase GDPR(DSGVO) compliance
- Two successful pilot projects with Nearshoring partner in Romania
- Development of Collaboration models for two IT-divisions

02/2019 – 08/2019 **Software Solutions | Big Data | Data Management** | Leipzig, Germany |  
Solution Provider Digitalization and Data Management | Semantic Data | Linked Data |  
Knowledge Graph | 50 employees

***COO, Company, product, partner, market strategy and process optimization***

reporting to CEO

**Tasks:**

- Develop and roll out concept to change from project driven company to product driven company and better scale
- Increase professionalism of important processes in Product Management, Development, Sales and Marketing | Increase customer and market focus

**Results & Achievements:**

- Realignment of Product Strategy | Development of additional markets | Validation Market Segment Supply Chain Management
- Negotiation and formation of partnership contracts, pilot projects with partners to increase reach

05/2019 – 05/2019 **Automotive Supplier** | Spartanburg, USA |  
Technical Solutions for Automotive, Aerospace, Manufacturing | 30+ plants worldwide |  
3.000 employees

***Plant Management, Identification and Optimization Processes & Increase Quality***

Plant Management role, reporting to CEO of Holding

**Results & Achievements:**

- + 20% savings in personnel costs by changing the type of employment and contracts, working with external service providers and digitizing core processes
- Negotiation with deficient customers: customer investment in process optimization and price increase

06/2018 - 12/2018 **Surface Treatment** | Kerpen, Germany, (Doorn, Netherlands) |  
Surface Treatment (service provider for automotive, manufacturing, aerospace) | 350 Mio. € |  
3.500 employees

***Project Manager: M&A between two group companies:***

Reporting to CEO | +350 Mio. € Revenue

**Tasks:**

- Develop roll out plan for sales to integrate two independent group companies
- Build central sales structure to serve 50 plants worldwide and integrate decentralized sales divisions

**Results & Achievements:**

- Project plan for merging sales units. Main processes modified and started as planned January 1<sup>st</sup> 2019
- Identified sales management talents to join team
- Inclusion of 3 pilot plants before overall roll-out

04/2016 - 05/2018 **Surface Treatment** | Kerpen, Germany, (Doorn, Netherlands) |  
Surface Treatment (service provider for automotive, manufacturing, aerospace) | 130 Mio. € |  
1.100 employees

***Managing Director Sales***

Reporting to CEO | 130 Mio. € revenue (equals 1.300 Mio. € manufacturing) | +40 employees

**Tasks:**

- Centralization of sales (decentralized, independently acting in 19 plants)
- Optimisation of sales processes and quality
- Focus sales on growth

**Results & Achievements:**

- Change Management Sales: organisational change | centralized sales worldwide |  
Implementation of new roles: Key Account Management, Inside Sales, Sales Operations &  
Sales Controlling
- **Revenue growth: 20 % (total 130+ Mio. €) within 12 month**
- New markets: Asia, e.g. China
- Key Customer Management and negotiation: e.g. Bosch
- **Over achievement of sales goal by 10 Mio. €**

05/2015 - 02/2016 **Telecommunication & Data Center Services** | Lindau (B) |  
Telecommunication & Service Provider | 4.7 Mio. € | 25 employees

***Managing Director***

Reporting to CEO of group company and board of directors |  
4.7 Mio. € revenue | 25 employees | budget: 4.5 Mio. €

**Tasks:**

- Optimization of company results
- **3-year-plan to increase profitability**

**Results & Achievements:**

- New structure: B2C and B2B sales
- Optimization of data centre services
- Realistic and achievable business plan including mile stone achievements

04/2014 - 12/2014 **Hosting & Cloud Service Provider** | Karlsruhe | Service Provider (Hoster) |  
3 Mrd. € | 6.000 employees

***Head of Product-Management Team / CPO***

Reporting to C-Level | 13 employees | 150+ project team members | revenue 70 Mio. €

**Tasks:**

- **Leading Product Management team until reappointment | Product Strategy**
- introduction of agile processes
- **increase Product Owners and Product Managers focus on the market and customers**