

# MICHAEL RÜDIGER

Find solutions. And implement.



## Interim Manager & Business Consultant

### ADDED VALUE

I am a problem solver with a business administration background and many years of experience in IT, sales, consulting as well as in the implementation of processes and IT systems.

As an Interim Manager, Business Consultant, Project Manager and Chief Negotiator, I offer tailor-made solutions for an increasingly fast-paced 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
  - Leadership expertise
- 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 p.a.:	up to 1M EUR
Personal TCV p.a.:	up to 8M EUR
Largest project contract:	up to 19M EUR
Largest total change requests:	up to 24M EUR
Project budget:	up to 8.5M EUR
Managed line budget:	up to 44M EUR p.a.
Leadership:	up to 25FTEs
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



- Manufacturing
- Retail | E-Commerce
- 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  
Business Process Owner  
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% Process Excellence  
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  
thinking and acting cross-functionally  
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 Teams

MS Office 365

MS Dynamics CRM

MS Visio

MS DevOps

MS Project

Jira

Mural

Meeting-Tools (Adobe Connect, Zoom, WebEx, etc.)

SAP S/4HANA

SAP Sales Cloud

SAP Business ByDesign

SAP CRM

Salesforce

Matrix42

IT Service Management (ITIL)

Amazon Web Services (AWS)

## LANGUAGE SKILLS



German - Native speaker

English - fluent

Spanish - basic

French - basic

## PERSONAL DATA



Date of birth: August 14th 1970

Nationality: German

# PROFESSIONAL CAREER

Period	Customer / Company	Position
10/2022 – 03/2023	LAMILUX Heinrich Strunz Holding GmbH & Co. KG	<ul style="list-style-type: none"><li>• Project Manager IT Service Management (ad interim)</li></ul>
06/2021 – 07/2022	Viega GmbH & Co. KG	<ul style="list-style-type: none"><li>• Business Process Owner Order-to-Cash &amp; Service-to-Retention (ad interim)</li></ul>
01/2020 – 02/2021	HABA Group B.V. & Co. KG	<ul style="list-style-type: none"><li>• Head of IT-Demand (ad interim)</li></ul>
05/2019 to date	SUSTAIN Interim Management & Business Consulting M. Rüdiger	<ul style="list-style-type: none"><li>• Interim Manager &amp; Business Consultant</li></ul>
06/2018 – 11/2018	Private	<ul style="list-style-type: none"><li>• Road trip through Europe</li></ul>
07/2011 – 04/2018	Arvato Systems GmbH (BERTELSMANN SE)	<ul style="list-style-type: none"><li>• Key Account Manager (with responsibility for results)</li><li>• Sales Manager</li><li>• Inhouse Transformation Consultant</li></ul>
07/2009 – 09/2010	Private	<ul style="list-style-type: none"><li>• Expedition Trip Central &amp; South America</li></ul>
05/2005 – 07/2009	SAP SE SAP Global Marketing Inc.	<ul style="list-style-type: none"><li>• International Project Manager</li><li>• Head of Finance &amp; Business Planning</li><li>• Program Manager</li></ul>
01/2001 – 04/2005	SAP Deutschland SE & Co. KG	<ul style="list-style-type: none"><li>• Senior Consultant CRM</li><li>• Project Manager CRM</li><li>• Inhouse Consultant</li></ul>
02/1999 – 12/2000	Forum event agentur GmbH	<ul style="list-style-type: none"><li>• Project Manager intl. exhibition stand construction</li></ul>
03/1992 – 05/1999	Georg-August-University Göttingen	<ul style="list-style-type: none"><li>• Master of Business Administration (Diplom-Kaufmann)</li></ul>

# PROJECT HIGHLIGHTS

**10/2022 – 03/2023** **PROJECT MANAGER ITSM** (ad interim) - Leading the tender and implementation of the ITSM solution Matrix42 as well as coaching the transformation of an ERP system

CUSTOMER: LAMILUX Heinrich Strunz Holding GmbH & Co. KG

INDUSTRY: Production of daylight elements & composites

SIZE: 320 M€, 1,250 employees

TASK: Management of the tender process for the procurement of an IT service management solution and management of its implementation by a service provider.

In addition, business consulting support for a company-internal project for the conversion of customer-specific developments (extensions) within an ERP system Microsoft Business Central.

RESULT: The tender was successfully completed, and the implementation project initiated. The documents created for this purpose for project control and project communication as well as the project procedure were also set by the customer as a standard and template for all future projects.

*Keywords: Project management, ITSM, tender process, contract negotiation, Matrix42, coaching, requirements analysis*

**06/2021 – 07/2022** **BUSINESS PROCESS OWNER ORDER-TO-CASH** (ad interim) – Responsible for the business processes Order-to-Cash (from order creation to delivery and invoicing to receipt of payment) and Service-to-Retention (all service processes, incl. complaint processes) within the scope of a complex business transformation with parallel SAP S/4HANA implementation

CUSTOMER: Viega GmbH & Co. KG

INDUSTRY: Manufacturing of installation and building technology

SIZE: 1.5 Bn€, 5,000 employees

TASK: As part of a strategic realignment with parallel SAP S/4HANA implementation, the client changed responsibilities within its superstructure organization from a purely functional orientation to end-to-end accountability.

In parallel to this transformation, the previous SAP CRM system was converted to Salesforce and the ERP system was converted from SAP R/3 to SAP S/4HANA.

During these three demanding parallel projects, both the new role of the Order-to-Cash business process owner - which also includes responsibility for Service-to-Retention - was to be pronounced and operationally implemented, and these two core business processes were to be successfully validated and implemented in Salesforce and SAP S/4HANA. This involves process definition, validation and rollout for / in the three regions EMEA, USA/Canada and India/Australia.

At the end of the mandate, the future permanent job holder as Process Owner Order-to-Cash should also be built up and established.

RESULT: The changeover to end-to-end process responsibility for order-to-cash and service-to-retention within the organizational structure was successfully

implemented in the three regions. Around 50 managers at senior director and vice president level were integrated into the new governance model in multilingual training courses and through active role models in operations.

The business processes for order-to-cash and service-to-retention were tested for the regions, adapted and successfully transferred to the global template for SAP S/4HANA and accepted.

The future order-to-cash business process owner was established within two months and successfully transferred into responsibility.

*Keywords: Process, leadership, analysis, SAP S/4HANA, order-to-cash, service-to-retention, transformation, organizational development, intercompany, ERP, CRM, group*

**01/2020 – 02/2021 HEAD OF IT-DEMAND** (ad interim) - Establishment of an IT team as an interface between IT and business departments (requirements management, service management, incident management, license management)

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

**INDUSTRY:** Manufacturing of furniture and toys, Trade, E-Commerce

**COMPANY SIZE:** 365 M€, 2.300 employees

**TASK:** The establishment of an IT demand team was intended to significantly improve the poor reputation and acceptance of IT among the customer's departments.

To this end, requirements management was to be established for the first time, IT communication with the business departments was to be improved, and service management, including the service catalog, and incident management were to be noticeably improved.

Additional, parallel special projects:

- License measurement and extension of Microsoft license agreements (Enterprise Agreement) for the entire family of companies.
- Conversion of all office printers to new print management software.

**RESULT:** Requirements management: Within three months, an internal IT key account management team for requirements recording, processing and monitoring was established and productive.

Service management: After six months, the service process and catalog had been improved to such an extent that, among other things, all requests for Corona-related home office equipment could be provided immediately or within days, instead of within weeks as before.

Incident Management: After 11 months, a completely revised and now employee-oriented incident process was put into production.

Special projects: Microsoft Enterprise Agreement including CSP contract and True-Up successfully completed. Print management solution converted, and performance of office printers significantly improved.

All improvements were rated extremely positively by the departments in anonymous surveys.

*Keywords: Leadership, team building, process, analysis, requirements management, incident management, service management, software licensing*

**09/2013 – 04/2018** **DIRECTING all sales activities** (with responsibility for results) concerning a Key Account with >120 companies

INDUSTRY: IT, Consulting, Professional Services

COMPANY SIZE: 420 M€, 2.900 employees

TASK: The key account was to be developed from a customer of pure hosting services for its IT systems to a customer of the entire service portfolio. The portfolio included strategic IT consulting, implementation and operation of business systems, delivery of software licenses and infrastructure hardware, managed services, and cloud services.

RESULT: The customer was able to be developed into a top 10 account in terms of contribution margin. In addition, a group framework agreement was concluded for the entire service portfolio.

*Keywords: Key Account Management, leadership, responsibility for results, group, contract negotiation, international*

**05/2017 – 08/2017** **HEAD OF THE OFFER TEAM** in the bidding process to take over the operation of three Group data centers.

INDUSTRY: Retail, E-Commerce

COMPANY SIZE: 13,5 Bn€, 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 by the customer in the three phases.

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

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

*Keywords: Sales, offer process, leadership, SAP, IT infrastructure*

**03/2017 – 06/2017** **PROJECT MANAGER & CHIEF NEGOTIATOR** to deal with the consequences and compensation claims resulting from the failure of a major data center

INDUSTRY: Retail, E-Commerce

COMPANY SIZE: 13,5 Bn€, 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: De-escalation, negotiation, and conclusion of a compensation agreement to the satisfaction of all parties. In the process, both the customer was retained,



and the original compensation claim was reduced by 85%.

*Keywords:* De-escalation, contract negotiation, SAP, managed services

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

**INDUSTRY:** IT, Consulting, Professional Services

**COMPANY SIZE:** 420 M€, 2.900 employees

**TASK:** Review of the status quo of the complete sales processes through interviews of all employees with points of contact to the B2B Sales Cycle.  
Redevelopment of B2B Sales processes based on the consolidated interviews to improve sales performance. In addition, optimization of the end-to-end transparency towards the upstream and downstream organizational units Marketing and Project Implementation / Consulting.

**RESULT:** Significant improvement in sales performance and first-time availability of sales funnel reporting for management team and C-levels.

*Keywords:* Process, sales, analysis, marketing, project management, transformation, group

**05/2013 – 09/2013** **CHIEF NEGOTIATOR** in the offer, negotiation, and conclusion of a contract for the implementation of a complex SAP system landscape

**INDUSTRY:** Wholesale

**COMPANY SIZE:** 12 Bn€, 3.700 employees

**TASK:** Bidding, negotiation, and conclusion of a project contract to take over an already started project from another implementation service provider. This was to be replaced at the end of the Blueprint phase and the project continued without delay.

**RESULT:** Within only 4 months, a contract was drawn up, negotiated, and concluded that covered the transition phase and enabled the project to be carried out in an agile manner and yet at a fixed price (€19 million).

*Keywords:* SAP, offer process, contract negotiation, ERP, leadership, sales

**07/2011 – 08/2013** **SALES & MARKETING MANAGER** for the market launch of the cloud solution SAP Business ByDesign (SaaS) by Software Reseller

**INDUSTRY:** IT, Consulting, Professional Services

**COMPANY SIZE:** 85 M€, 600 employees

**TASK:** An IT system house with SAP Gold Partner status wanted to include the new cloud solution SAP Business ByDesign in its service portfolio and position it in the market. For this purpose, routes-to-market had to be developed and campaigns had to be carried out. From leads, appointments were acquired cold and delivered by sales managers on site as a live system demo with consulting.

**RESULT:** Successfully generated appointments for a 3-person sales team and closed several long-term subscriptions for the new product.

*Keywords: Sales, cold calls, marketing, SAP, cloud*

**03/2008 – 09/2008** **PROJECT MANAGER** for the establishment and development of two inside sales offices in Barcelona and Prague to serve the EMEA region

INDUSTRY: IT, Consulting, Professional Services

COMPANY SIZE: 15 Bn€, 52.000 employees

TASK: The two locations were to be set up as a pilot project to provide internal sales support for the new Territory Sales organization within the Group in developing the SME market segment in the EMEA region.

RESULT: Both sites were built in budget and time. 80 employees were recruited, trained, and made productive. In addition, the sites were set up, equipped with hardware and the processes integrated into those of the new Territory Sales organization.

*Keywords: Project management, site development, inside sales, process, international*

**07/2005 – 06/2006** **PROJECT MANAGER CRM** for the implementation of an SAP CRM system with focus on marketing in 38 countries on 5 continents

INDUSTRY: IT, Consulting, Professional Services

COMPANY SIZE: 15 Bn€, 52.000 employees

TASK: Implementation of a global CRM system for mapping international direct marketing campaigns. This involved designing and conducting system tests, training employees, and rolling out the system in 38 countries worldwide.

RESULT: The project was delivered successfully - system acceptance was achieved in the first run, 120 super users were trained regionally, and the system was rolled out and taken live worldwide.

*Keywords: CRM, project management, rollout, test management, international, SAP, training*