

EXECUTIVE SUMMARY

Interim IT Executive with over 20 years of track record leading business-critical IT programs — from mid-sized enterprises to DAX-listed corporations, from strategic conception to operational execution. I take on mandates that require accountability for multi-million-euro budgets, leadership of complex matrix organizations, and stabilization of programs under pressure — as a Trusted Advisor at C-level and with a clear focus on results.

My signature: methodological excellence based on certified standards (PMP®, ISO 27001) combined with entrepreneurial execution capability from over 11 years of independent activity as owner of KISA IT Consulting GmbH & Co. KG and co-founder of a deep-tech startup (Chatplane® OHG).

CORE COMPETENCIES

- **Interim Management:** Over 10 years of experience as an independent Interim Manager at executive level; immediate effectiveness from day 1, clear mandate leadership with reporting at C-level, structured knowledge and responsibility transfer at the end of each mandate.
- **IT Program & Portfolio Management:** Steering of parallel large-scale projects (up to 85 parallel projects, ~80 decentralized project leads), establishment of central PPM structures, multi-vendor orchestration in complex matrix organizations.
- **Turnaround & Crisis Management:** Takeover of escalated programs and stalled projects, stabilization of critical mandates within a few months, vendor realignment, and tough scope negotiations with stakeholders.
- **IT Transformations:** End-to-end transformation of grown IT landscapes: cloud migration (MS Azure, GCP, hybrid architectures), legacy decommissioning, re-architecture of monolithic systems toward microservices, enterprise architecture, and API-first strategies.
- **Compliance & IT Governance:** ISO 27001, BSI C5 (Cloud Compliance), GDPR, KRITIS (German Critical Infrastructure regulation) — including under regulatory oversight and in security-critical infrastructures.

HIGHLIGHT MANDATES

- **Westnetz GmbH / E.ON Gruppe** (seit 07/2025) — Program Manager Cloud Transformation: accountability for ~€100M OpEx optimization, transformation of 120 business-critical applications, leadership of 25 experts + ~65 decentralized project leads (*Energy / Critical Infrastructure*).
- **Audi AG** (2020 – 2022) — Head of Quality Engineering “myAudi” program: strategic repositioning of the QA organization in a SAFe environment (~300 developers), scaling of the QA team from 10 to 25+ specialists, end-to-end quality from cloud-native to embedded systems (*Automotive / Enterprise*).
- **Stadtwerke München** (2018 – 2019) — Program Director Digital Mobility “Mobility Inside”: technological foundation for the national MaaS platform, consortium leadership with 15 regional transport authorities + Deutsche Bahn (*Public Sector / Mobility*).
- **GALA Group** (2022 – 2023) — Head of Enterprise Architecture & Supply Chain: global S&OP turnaround across 5 countries, ESB consolidation of 30+ heterogeneous systems (*Manufacturing / E-Commerce*).

MANDATES

Westnetz GmbH (E.ON Group)

since 07/2025

Energy / Critical Infrastructure · Germany's largest distribution grid operator

Program Manager Cloud Strategie & Transformation (Interim)

Context: Westnetz had migrated its enterprise application landscape to the cloud (MS Azure) via a lift & shift approach — without realizing the economic and architectural benefits of a cloud-native operating model.

Mandate: Assumption of overall accountability for the group-wide restructuring program “WEgoCN” targeting cloud-native transformation.

- **Strategic Program Leadership & Portfolio Assessment:** Overall accountability for the group-wide restructuring program “WEgoCN”. Strategic evaluation of **~400 enterprise applications** to identify transformation-worthy workloads — reduction to a focused transformation scope of **~120 applications**, currently delivered through **65+ parallel projects** using standardized migration patterns (“Cloud Solution Blueprints”).
- **Financial Engineering & Cost Down:** Strategic accountability for the optimization of an operational IT budget of **~€100M annually** (€8M/month). Identification and realization of significant savings potential through architecture modernization, workload right-sizing, and the establishment of FinOps governance.
- **Leadership & Multi-Stakeholder Orchestration:** Direct leadership of a high-performance task force of **25 experts** (Architecture, Operations, Program Management) as well as functional steering of **~65 decentralized project leads** in a complex matrix organization spanning corporate IT, business units, and external partners. Ensuring compliance and operational stability in a security-critical infrastructure (Critical Infrastructure / KRITIS).

SHE Informationstechnologie AG

07/2024 – 05/2025

IT Services Provider · Cloud Services & Managed Services

Head of Cloud Delivery & Services (Interim)

Context: SHE AG was facing escalating fixed-price projects and financial risks within its delivery organization.

Mandate: Restructuring of the cloud delivery unit, stabilization of a critical customer project in the e-health sector, and establishment of professional commercial governance structures.

- **Organizational Development & Commercial Governance:** Professionalization of the internal delivery organization through the introduction of standardized processes for bid management, methodical effort estimation, and budgeting. Establishment of risk governance to mitigate financial exposure in fixed-price projects.
- **Crisis Management & Turnaround:** Takeover and stabilization of an escalated cloud migration mandate (volume **~€0.8M**) for a leading e-health corporation. Successful de-escalation through strict budget control mechanisms and re-alignment of stakeholder expectations.
- **Cloud Transformation & Compliance:** Steering of the migration of business-critical applications (monolith to cloud-native on MS Azure) under strict regulatory requirements. Preparation and

technical support of the BSI C5 audit for critical healthcare infrastructure (Critical Infrastructure / KRITIS).

- **Team Leadership & Agile Transformation:** Functional leadership and methodological transformation of a 10-person expert team (internal/external). Establishment of agile working methods to increase delivery capability, self-organization, and predictability of delivery commitments.

SOLCOM GmbH

02/2023 – 12/2023

Staffing & IT Consulting · Mid-sized staffing and project services provider

Head of Corporate Strategy & Program Management (Interim)

Context: SOLCOM faced the challenge of prioritizing strategic initiatives company-wide, digitalizing core HR processes, and stabilizing several escalated initiatives simultaneously. Central program governance was missing, critical projects were going off track, and HR processes were not scalable.

Mandate: Engaged on direct appointment by the CIO — with the assignment to build a company-wide project portfolio management capability, lead HR digitalization, and stabilize escalated initiatives across all core areas.

- **Strategic Portfolio Management:** Establishment of a company-wide Project Portfolio Management (PPM) capability for central steering and prioritization of all strategic initiatives. Creation of transparency on resource allocation, investment volumes, and value contributions — as a decision basis for the executive board.
- **HR Digitalization & Process Automation:** Overall accountability for the rollout of Personio as the central HR platform. Strategic re-engineering, optimization, and full automation of end-to-end recruiting and HR processes in close cooperation with the business unit, software vendor, and integration partners.
- **Cross-Functional Leadership & Escalation Management:** Operational steering of complex escalation projects across all core areas (IT, Finance, Sales, HR). Successful de-escalation of critical initiatives and securing of business impact through close stakeholder leadership and clear accountability.
- **Turnaround Management & Cultural Change:** Identification of structural process bottlenecks within the value chain and implementation of measures for cultural transformation of the organization — toward greater accountability, performance orientation, and entrepreneurial mindset.

GALA Group GmbH

08/2022 – 03/2023

Manufacturing & E-Commerce · International branded goods group

Head of Enterprise Architecture & Supply Chain Solutions (Interim)

Context: The GALA Group operated a heterogeneous IT landscape consisting of more than 30 isolated systems across 5 global locations — without integrated supply chain steering and without strategic architecture governance. An ongoing S&OP project had escalated into crisis, the incumbent vendor could not ensure delivery, and the e-commerce subsidiaries required technological realignment.

Mandate: Following the successful stabilization of the e-commerce subsidiary GG Brands, I was directly appointed by the Group CIO to the global IT management of the parent company — with the assignment to rescue the escalated S&OP project, establish a group-wide integration strategy, and orchestrate business-critical interfaces along the entire value chain as Trusted Advisor.

- **Global S&OP Turnaround & Crisis Management:** Takeover of a failed S&OP project in a crisis situation. Successful vendor management through termination of the incumbent provider (Jedox) and re-tendering. Successful rollout of an integrated planning solution across 5 countries (DE, AT, PL, HU, IN) to synchronize sales and production.
- **Enterprise Architecture & Integration Strategy:** Conception and initiation of the “GALA Enterprise ESB” program for the consolidation of a heterogeneous landscape of 30+ isolated systems across 5 global locations — aiming at a unified, event-driven integration architecture (API-first / event-driven).
- **E-Commerce Transformation:** Strategic realignment of the tech stack for the e-commerce subsidiary (GG Brands) and the luxury brand “OZOI” — including definition of the technical roadmap for multi-channel and multi-market strategies.
- **Trusted Advisor to the Group CIO:** Strategic advisory to the group IT leadership at peer level and operational orchestration of business-critical interfaces along the entire value chain — from production through logistics to sales.

GG Brands GmbH

05/2021 – 08/2022

E-Commerce & Retail · E-commerce subsidiary of the GALA Group

Head of IT & Digital Platforms (Interim)

Context: GG Brands ran its international e-commerce business on a historically grown, monolithic PHP-based in-house development — with increasing scalability limits, technical debt, and lacking multi-market capability. The IT organization was operationally under pressure, interfaces with logistics and finance were unstable, and the planned international growth (including the France rollout) was blocked by the existing architecture.

Mandate: Assumption of both functional and disciplinary leadership of the entire IT organization — with the assignment to replace the monolithic legacy landscape with a scalable greenfield architecture, technologically enable parallel B2B/B2C sales channels, and stabilize interfaces to the value chain.

- **Strategic Re-Architecture:** Initiation and leadership of the strategic “Redesign” program to replace a monolithic legacy landscape (PHP in-house development). Design of a scalable greenfield architecture based on best-of-breed solutions (Shopify, Akeneo PIM) to secure international growth.
- **B2B & B2C Strategy Alignment:** Development of the technical roadmap for parallel sales channels (B2B/B2C) and multi-market strategies (e.g., France rollout). Detailed specification of functional requirements across the end-to-end process — from “Product Readiness” to “Post Sale Revenue”.

- **Operational Excellence & Team Leadership:** Functional and disciplinary leadership of the 5-person IT team (Development & System Administration). Professionalization of IT operations and stabilization of business-critical interfaces to logistics partners (3PL) and finance systems (EasyBill / DATEV).
- **Trusted Advisor & Promotion:** The successful stabilization of the IT organization led to direct appointment into the global IT management of the parent company GALA Group by the Group CIO — marking the beginning of a multi-year trusted advisor relationship across several career stations.

Audi AG / Vision11 GmbH

08/2020 – 08/2022

Automotive & Connected Car · Premium automotive manufacturer (VW Group)

Head of Quality Engineering & Agile Release Assurance (Interim)

Context: The “myAudi” program — the central connected-car platform of the premium automotive manufacturer — was developed in a scaled agile environment (SAFe) with approximately 300 developers and a dozen agile feature teams. Quality assurance was acting primarily as a final acceptance instance at the end of the value chain rather than as a strategic steering function. The complexity of the connected-car stack — from cloud-native frontends/backends to technical integration at the ECU (embedded systems) level — overwhelmed the existing QA structures and jeopardized the release capability of critical program phases.

Mandate: Strategic repositioning of the Quality Engineering organization within the “myAudi” program — with the assignment to transform QA from a reactive acceptance instance into a proactive steering function and central value driver in the release process, substantially scale the QA team, and establish a scalable QA framework for the connected-car environment.

- **Strategic Repositioning & Culture Change:** Transformation of quality assurance from a pure acceptance instance into a strategic steering function within the “myAudi” program (SAFe environment, ~300 developers). Successful establishment of QA as a central value driver and decision-maker in the release process.
- **Methodological Innovation:** Design and rollout of a novel, scalable agile QA framework for large-scale projects. Ensuring end-to-end quality across technological boundaries — from cloud-native frontends/backends to technical integration at the ECU (embedded systems) level.
- **Organizational Scaling & Leadership:** Comprehensive restructuring and strategic expansion of the QA task force from 10 to 25+ specialists. Functional leadership of multi-disciplinary teams to ensure integration capability across a dozen agile feature teams.
- **Risk Management & Governance:** Introduction of binding Quality Gates to minimize risks in critical releases and ensure “Deployment Readiness” — as an integral element of SAFe Release Train steering.

Stadtwerke München GmbH

05/2018 – 11/2019

Public Sector & Transportation · Municipal utility and transportation operator

Program Director Digital Mobility & Unit Head of Software Engineering (Interim)

Context: Under competitive pressure from disruptive tech giants (Google, Apple, Uber & Co.), the national industry initiative “Mobility Inside” was set up to establish a unified MaaS platform as the public transport sector’s strategic response — supported by 15 regional transport authorities and Deutsche Bahn. In parallel, an internal software unit (Field Service Management) had escalated to C-level.

Mandate: Dual mandate with two parallel responsibility areas — overall technological leadership of the national “Mobility Inside” initiative at program director level, and interim leadership of the internal software unit for crisis stabilization. The assignment was to establish the technical and structural foundation for the later spin-off of a dedicated GmbH for the mobility initiative, and to operationally turn around the escalated software unit in parallel.

- **Strategic Venture Building:** Overall technological leadership of the national initiative “Mobility Inside”. Establishment of the technological and structural foundation for the successful spin-off of today’s GmbH — from architecture conception to platform specification and operational build-up organization.
- **Multi-Stakeholder Orchestration:** Steering of a highly political consortium of 15 regional transport authorities and Deutsche Bahn to create a unified industry solution — including consensus-building on commercial tariff models, technical standards, and governance structures across municipal and federal boundaries.
- **Digital Defense Strategy:** sign and build-up of a Germany-wide MaaS platform incl. ticketing clearing backend to secure the market position of public transport against disruptive tech giants — as the national industry response to Google Maps, Apple Maps, Uber & Co.
- **Crisis & Turnaround Management:** Takeover of the interim leadership of an internal software unit (Field Service Management) in a C-level escalation phase. Successful restructuring of processes and restoration of delivery capability within just 3 months.

Audi AG / Vision11 GmbH

01/2017 – 08/2018

Automotive · Premium automotive manufacturer (VW Group)

Agile Delivery Manager & Technical Product Owner (Interim)

Context & Mandate: Within the global infrastructure program “AWSI” (Audi Worldwide System Infrastructure), business-critical CRM and dealer solutions were to be re-established in a GDPR-compliant manner and delivered at international scale via near-shore teams. Assumption of delivery responsibility for two agile software development teams as well as the proxy product owner role to strategically relieve internal stakeholders.

- **International Delivery Management:** Operational steering and orchestration of two agile software development teams in a near-shore setup (Croatia). Successful bridging of cultural and geographical distances to ensure delivery reliability.
- **Compliance & Risk Strategy:** Technical leadership for the implementation of strict GDPR requirements within the global infrastructure program “AWSI”. Design and implementation of legally compliant data management concepts.
- **CRM & Dealer Solutions:** Development of a business-critical tool for the Audi dealer network for managing sensitive customer-related data — with end-to-end accountability across the entire value chain from functional conception through technical solution design to acceptance and rollout.

SPAR Business Services GmbH

01/2016 – 12/2016

International Retail · Corporate Headquarters Salzburg (Austria)

Multi-Project Manager Corporate Services & Digitalization (Interim)

Context & Mandate: At the corporate headquarters of the international SPAR Group in Salzburg, several strategic digitalization and infrastructure initiatives were being pursued in parallel — without an overarching steering body. Assumption of central accountability for a portfolio of 11 parallel IT and organizational projects with the assignment to capture synergies, resolve resource conflicts, and execute group-wide digitalization initiatives.

- **Multi-Project Portfolio Management:** Central steering and overall accountability for a portfolio of 11 parallel IT and organizational projects at corporate headquarters. Ensuring synergies and resource efficiency across diverse business units.
- **HR & Corporate Process Digitalization:** Strategic digitalization of administrative processes for group-wide efficiency gains — successful introduction of electronic time management systems, digital parental leave management, and modern benefit solutions (“Digital Meal Vouchers”).
- **Retail Strategy & Infrastructure Security:** IT-side enablement of the strategic initiative “Private Label Development” to strengthen the private-label portfolio, as well as accountability for security-critical infrastructure projects (Secunet) to harden corporate networks.

Jaguar Land Rover Ltd. / AVL DiTest GmbH

10/2014 – 10/2015

Automotive · Locations Graz (AT, AVL DiTest) & Coventry (UK, JLR end customer)

International Program Manager & Crisis Lead (Interim)

Context & Mandate: A critical large-scale project for the development of diagnostics software solutions for new Jaguar Land Rover vehicle model series was already 3 months behind schedule at the time of takeover and had come to a standstill. Assumed responsibility as International Program Manager and Crisis Lead — with the assignment to recover the project through close on-site steering in Coventry (UK), secure the first milestone, and thereby restore profitability for subsequent phases.

- **International Crisis & Turnaround Management:** Immediate restructuring of the project organization and operational recovery of a stalled large-scale project through close on-site steering at the end customer’s site (Coventry, UK). Successful achievement of the decisive first milestone despite massive initial delays.
- **Commercial Project Control & Profitability:** Accountability for a development budget of €2.4M (within a total contract value of €5.1M). Triggering of the €2.4M milestone payment — securing break-even and the profit margin for subsequent phases
- **Strategic Stakeholder Management:** Conduct of tough scope negotiations with the end customer (JLR) to fend off “feature creep” and protect the agreed budget. Establishment of transparent requirements management between the locations Graz (AT) and Coventry (UK) — including steering of the development of highly complex diagnostics software solutions for reading and flashing vehicle ECUs.

ENTREPRENEURIAL ACTIVITIES

since 2018

KISA IT Consulting GmbH & Co. KG

Owner & Managing Director · IT Consulting & Interim Management

Operational platform for all interim management mandates at IT executive and program management level since 2018. KISA IT Consulting consolidates consulting and mandate services within a professionalized GmbH structure and forms the entrepreneurial basis for continuous interim management activity at large enterprises and mid-market clients.

01/2020 – 12/2023

Chatplane OHG

Co-Founder & CEO (Managing Partner) · AI Technology Startup

Co-founding of a deep-tech startup for Conversational AI in the pre-ChatGPT era — as strategic and commercial partner alongside a technical co-founder. Following an initial AI PoC phase, deliberate repositioning of the product to a flexible process engine for guided dialogues with 400+ configuration parameters and multi-channel connectivity (web, MS Teams, messenger platforms), based on the early insight that structured process orchestration is economically more viable in B2B settings than generic AI solutions. Acquisition of pilot customers and realization of a tech-for-good initiative for the supply chain digitalization of an organic cashew producer in Madagascar. Overall accountability for legal, finance, and product strategy as well as the orderly wind-down of the company as part of a strategic realignment.

10/2014 – 12/2017

Freelance IT Manager & Interim Manager

Self-employed activity as IT Manager and Interim Manager with a focus on international turnaround and program management mandates in the automotive and retail industries. Build-up phase of today's entrepreneurial activity, later transferred into KISA IT Consulting GmbH & Co. KG.

PREVIOUS EMPLOYMENT

MediaMarkt Saturn Retail Group GmbH

04/2012 – 09/2014

Retail & E-Commerce · Europe's largest consumer electronics retailer

Senior Project Manager Retail Solutions & IT Governance

Program management at international corporate level with a focus on omnichannel innovation and global IT governance. Project leadership for the strategic introduction of “in-store payment” functionalities (Click & Collect, “BIMPO”) as a forerunner of modern omnichannel concepts, as well as accountability for a global rollout program (HP Service Manager) across 15 country organizations with a budget of €5.4M. Steering of a highly political corporate environment with competing interests between corporate strategy and powerful country organizations.

Versicherungskammer Bayern

01/2002 – 04/2012

Insurance · Public-sector insurance group

Senior Software Engineer & Solution Architect

10 years of continuous development from software engineer to solution architect. Design and implementation of highly available enterprise architectures (Java/JEE) for business-critical core systems — in particular substantial contribution to the central master data management solution “Partner Management System” as well as the development of high-performance backend services for the life insurance division. Bridging function between business units and IT, with structured requirements engineering.

EDUCATION & CERTIFICATIONS

Education

- **Diplom-Informatiker (FH)** · German Engineering Degree in Computer Science: Fachhochschule Regensburg (University of Applied Sciences Regensburg)
- **Master of Science (M.Sc.) in Computer Science** FernUniversität in Hagen (on hold) — Master’s thesis written in English at the Research Institute for Telecommunications and Cooperation (FTK e.V.), Grade: 1.3 (German scale, equivalent to A-)

Certifications

- **Project Management Professional (PMP®)** · Project Management Institute (PMI)
- **ISO/IEC 27001 Lead Implementer** · PECB
- **Certified Scrum Master (CSM)** · Scrum Alliance
- **Certified Scrum Product Owner (CSPO)** · Scrum Alliance

TECHNOLOGY & METHODOLOGY EXPERTISE

Cloud & Infrastruktur	MS Azure, Google Cloud Platform (GCP), Kubernetes, hybrid architectures, FinOps governance
Architecture	API-first, event-driven architecture, microservices, Enterprise Service Bus (ESB), cloud-native
Methods	SAFe (Scaled Agile Framework), Scrum, Kanban, ITIL v3 / v4, DevOps culture, OKR
Compliance & Governance	ISO/IEC 27001, BSI C5 (Cloud Compliance), GDPR, BSI Basic Protection, KRITIS (German Critical Infrastructure)
Program & Portfolio Management	PMP® methodology, PPM setup, multi-project steering, vendor management

LANGUAGES

- **German** – Native
- **Turkish** – Native
- **English** – Fully proficient (C2)