Address	Albert Schappert, Flurstrasse 32, D-85244 Röhrmoos, Germany schappert@iim-ug.de +49 (170) 9148492
Born **Marital Status** **Nationality**	1959 married, since 1985, 3 children (Sebastian 1985, Sarah 1986, and Johanna 1989) German

Goal
- **Program Management** for complex, international, cross-organizational & -company projects
- **Interim Management** in a **CIO**, **CDO**, CTO
- **Consulting** and implementation for **strategy**, organization, and implementation; coaching
- **Interim Management** in software and services (**Digitalization**, IoT, R&D, **Portfolio**)

Expertise
- Portfolio, program, project, service management in complex and international environments
- Development of successful, business-driven strategies and their world-wide implementation in complex organizations (Information Management in a top tier company)
- Process-driven Business-IT-Integration and Portfolio management (Services, Applications)
- Consolidation and operation of IT services and roll-out of complex projects
- Experiences for the complete value chain and development life cycle for software & services (idea, realization, development, operations, and marketing; esp. OO, SCRUM, prototyping)
- Identification and setting-up of innovations (technology, business, partnering)
- Profound knowledge of the market of IT products and services from different viewpoints (customer, user, developer, provider, and service)
- Communication in all hierarchy levels and integration of all stakeholders (win-win)
- Recognized expertise in Internet, information technologies and software development
- 30+ years experience in information technology (innovation, development, marketing)
- 25+ years experience in leadership in matrix organizations and advisory boards (50-100 staff)
- 20+ years experience in lobbying and community management, 15 yrs in R&D, 12 yrs interim

Skills
- Leadership in line and matrix (75+ FTE)
- Translating business requirements to organizational and technological solutions
- Understanding and communication of complex concepts, Integration & Organization
- Communication in all hierarchy levels and building durable relations
- Decomposing / composing the "Big Picture" into/with concrete goal-oriented actions
- Reengineering of processes and value generation over process boundaries

Personal Strength
Responsibility and integration of divergent forces and requirements, leadership, organizational abilities, abstraction and conceptual abilities, combining technical understanding with business goals and non-technical driving forces and solutions, flexibility, competitivity, goal-oriented

Successes
- Portfolio (What to do?) & Project (How to do) Management for 9000 FTE company in Logistics
- Establishing "Digitalization" for a 3000 FTE, 500 ' € company with very diverse structure
- Restructuring of a global IT department, Change & Project Mgmnt, CRM. ERP, Portal Rollout in manufacturing (2500 FTE)
- Stabilizing an IT department in manufacturing industry and realizing a business transformation project (push -> pull), plus outsourcing.
- Setup of Customer Relationship for an IT department in the public sector (3000 FTE)
- Establishment of a global data model for 130000 PC service provider; Service automation
- Setup of Service Orientation (organization, technology, operation) for ebusiness (mainly B2C)
- Development & implementation of the corporate information management strategy & model
- Starting and establishment of the Siemens Intranet Portal Activities (400% ROI, 4' € savings) (business model and organization, buy-in of top management)
- Establishment of a new corporate IT services
- Establishing a new technology branch including innovation, personnel, development, marketing, and realization (successful product development), Software development

Work Experience		
08.2005 –	**Institute for Interim Management**	
	Managing Director	

Portfolio & Program Management, Interim Management, Management Consulting
- CDO for mid-size construction company, appr. 500' revenue, 2800 FTE,
  CIO in Industry (Italy), appr. 400' revenue, 15' budget, 15 + 4 FTE,
- SAP Transformation (50 FTE), IT Outsourcing
- Program Manager for large (Client) Rollout Programs
- IT Director in Public Sector, 8' budget, 8 (+5) FTE
- CIO in Industry, appr. 400' revenue, 32 countries, 13' budget, 18 (+21) FTE
- Information model and governance organization for 10 B € IT service company
- Establishment of "Service Orientation" in Retail, Program Management (10 FTE),
- Rollout for 1.5 B Security project, overall concept with Customer and Suppliers
- Service Infrastructure for 130.000 workplaces, ITIL, Data Management
- Department restructuring for E-Commerce, Due Diligence in Media Industry

02.2006 – 08.2006   University of Bremen,
Director of the Center for Applications and Networks

Leadership for the department (25 FTE) and provisioning of IT Services
Responsibility for infrastructure, networks, applications, inhouse consulting
- Development of the IT strategy and realization of the appropriate organization
- Consolidation of Services, establishment of customer relationship & help desk

07.1992 – 04.2005   Siemens AG, Munich, various functions in different units
Information Management / Intranet / Internet, Topic & Program Manager

Companywide responsibility; Development and implementation of the Intranet Strategy; Definition, implementation and execution of appropriate projects (high leverage effect, 50 FTE in matrix); E-Business; Leadership for corporate wide communities; Technology for Corporate Knowledge Management; Marketing; Organization of international conferences (up to 250 participants); Executive briefing; Sales support; External representation; Multinational cooperation
- Establishment of Portal and Search as Corporate Services, and Operations
- Identification of strategic opportunities, definition and establishment of the company wide product strategy (focus mobile and IP)
- Compilation of a common "Network Evolution Strategy" (core planning tool) and "Statement of Directions" (core communication tool, Cebit 99)
- For the core technology Information Processes: general management, definition of market segments, innovation, product definition and development, marketing (a.o. at Cebit 97), and acquisition; 8 people permanent staff, 10 temporary
- Strategic alignment of innovation at the Corporate R&D Department; Definition of key projects; Invitation to the 1997 Siemens Conference (150th anniversary)
- Definition and management of the Research Program "Automated Software Development"; Cooperation with universities; Scientific conferences (best-paper-award, invited talks); Project Management
- Organization of and participation in international conferences; External representation of Siemens in the political environment

07.1991 – 07.1992   Siemens Nixdorf Information Systems, Munich
System Simulation, Software Engineer

System simulation and object-oriented software development; Establishment and maintenance of international cooperation; Projects of the European Union

10.1982 – 07.1991   University of Kaiserslautern, Kaiserslautern
Faculty staff, Lecturer and Research Assistant
Research; Teaching and education; Organization; International mathematical cooperation; Industry projects

Projects in detail		
04.2023 – 06.2023		**BMW / NetApp Program Manager NAS**
		Stabilizing and Reorganization of data storage outsourcing
	-	Program management (40+ FTE, internal & external)
	-	Development, Rollout, and (ITIL) Operations
02.2022 – 08.2022		**Mahle, Global Process Owner Masterdata and Data Governance**
		Global standardization project (prcesses and systems, 140 plants)
	-	Leading of Data Stream (48 FTE, internal & external)
	-	Empowerment and Support of first Go-live wave
	-	Establishing of Governance, Transition from project to regular operations
	-	Interface to Engineering and PLM
01.2022 – 02.2022		**Roland Berger / TK Elevator, Executive Expert Restructuring**
	-	Restructuring of a new product line
	-	Definition of scope & processes, project & transition phase, org & budget
08.2021 – 10.2021		**EMAG / kerkhoff, Senior Expert Cost Reduction**
	-	Design of a cost optimization program for IT (25% reduction)
01.2020 – 04.2021		**Renovation of 2 holiday retreats (France & Germany)**
		http://maison-port-manech.de/
04.2019 – 09.2019		**MunichRe / Dell, Program Management**
	-	Reorganization of a complex workplace rollout project
	-	Definition of asset management processes
12.2018 – 02.2019		**Transdev, Management Consulting**
	-	Review of IT outsourcing and restructuring
06.2018 – 09.2018		**Bundesnotarkammer, Management Consulting**
	-	Review of a large digitalization project (development) and restructuring
12.2017 – 05.2018		**Imperial Logistics, Corporate Portfolio Management**
	-	Defining and Implementing Corporate Standards for Project Management
	-	Setting up and execution of the Corporate Governance for Portfolio Management
12.2016 – 09.2017		**Geiger Unternehmensgruppe, Chief Digital Officer**
		Implementation of "Digitalization" in the company
	-	defining digitalization strategy for the group and companies
	-	Identifying fields of activity and assigning priorities
	-	Setting up project portfolio management and transparency
	-	Building the digitalization organisation and governance structure
06.2016 – 09.2016		**dwpbank, Executive Consultant**
		IT restructuring
	-	Restructuring of the IT department / Redefinition & implementation of processes
02.2015 – 09.2015		**ThyssenKrupp / Berco, CIO**
	-	Vacancy, SAP Transformation, IT Outsourcing
	-	Restructuring and repositioning of an IT department (~ 15' budget, 15 + 4 + 5FTE)
	-	Stabilization and Redefinition of SAP Transformation Program (7', 15 + 35 FTE)
	-	Restructuring of corporate IT Services; Transition Project for IT Outsourcing
(continued)		

08.2014 –
12.2014   **Microsoft / Bosch, Project Manager Client & SystemCenter**

Next Generation Workplace for 240.000 employees
- Project Manager (4 + 4 + ~8 offshore FTE + Customer Operations)
- Responsible for Product Definition, Development, Set-up
- Implementation of processes, handover to operations
- Definition of rollout and Proof-of-Concept

04.2013 –
12.2013   **Allianz AMOS, Program Head**

Desktop Virtualization for 30000+ employees, restructuring, operation
- Program Manager (9 + 27 + ~30 offshore FTE)
- Responsible for Development, Releases and Rollout
- Implementation of processes, handover to operations
- Definition and setup of follow-up project (focus international)
- Finalization of contract with and management of service provider

08.2012 –
02.2013   **Turnaround of Solar Invest Community, 7 MW, private activity**

05.2012 –
09.2012   **Hamburg Port Authority, Department Head**

Vacancy and Reorganization
- Department Head (7+4 FTE)
- Restructuring of the IT department
- Development of IT strategy and realization roadmap
- Implementation of Customer-, Requirements-, Service-, Configuration Mgmt
- Budget planning and Controlling (6' + 15' in departments)

05.2010 –
04.2011   **Oerlikon Balzers, CIO**

Vacancy and Reorganization
- Restructuring and repositioning of an IT department (~ 13' budget)
- Development and implementation of the global organization (~36 + 4 FTE)
- Business Projects: Standardization, CRM, ERP(SAP), HR, Business IT Alignment
- IT projects: Sharepoint 2010 portal, Win7 Rollout, Directory, Inventory Mgmnt
- Restructuring of corporate IT Services (Workplace, concept phase, 30% savings)

04.2009 –
03.2010   **bwi, Configuration Management and Consultant**

Corporate Data Model and Governance Organization
- Development of a common data model for service and process integration
- Establishment of Configuration Management (ITIL)
- Optimization of IT Infrastructure and Processes

10.2008 –
03.2009   **EADS, Rollout Manager**

Topic Responsibility for Rollout in Bid Phase
- Blueprint for Rollout Processes and organization
- Development of concrete planning with technology, suppliers, support, customer
- Definition of processes, organization, scheduling, reporting, and controlling

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04.2008 –
08. 2008 **dmc, Coach and Consultant**

Support for Creating a new department
- Implementation of Project Management (Tools and Culture)
- Development of a Service Portfolio and Customer Segmentation
- Establishment of a Development Branch in India

10.2007 –
03.2008 **bwi, Program Manager**

- Automation of Services for Rollout of 130000 Workplaces
- Establishment of a Cooperation Culture over different companies & departments
- Guidance for software development and data architecture and processes

06.2007 –
09. 2007 **SIS, Manager**

Topic Responsibility for Technology in Due Diligence Project
- Coordination of all activities in technology assessment
- Planning and management of resources (~ 20 FTE)
- Quality, appraisal and communication of results, reporting

10.2006 –
05. 2007 **dmc / Quelle, Program Manager**

- Development of a service-oriented architecture, organization and business
- Program-Organization, Staffing, and Budgeting
- Multi-project management (10 FTE + internals, several tracks / projects, SCRUM)
- Development and Implementation of the Strategy, Marketing, and Acquisition

Practice	**1978 & 1981**	**Third world development support**, Argentina, Bolivia (D, South America)
		Organization of public event (10.000 participants) in Germany; Field work on site

Education	**1985 – 1991**	University of Kaiserslautern, Kaiserslautern
		Dr. rer. nat., mathematics & computer science magna cum laude
	1978 – 1985	University of Kaiserslautern, Kaiserslautern
		Dipl. math., mathematics & computer science mit Auszeichnung
	1965 – 1977	Nordpfalzgymnasium Kirchheimbolanden, Kirchheimbolanden
		selection process of "Studienstiftung des deutschen Volkes" (grant program)

Additional Training		**Permanent professional trainings (> 2 wks / year)**
	2013/2016	**Prince2 Project Management** / **Change Management** Certification
	2008 - 2009	Executive Program for **Interim Management** (European Business School)
	2000 – 2001	Advanced Management and **MBA program**, senior management level, international track, executed by Fuqua School of Duke University (USA)
	1991 - 2001	Various vocational programs with scope in **leadership**, **organization**, **communication**, **strategy**, **project management**, **technology**, **languages**

International Experience	**2015 - 2015**	Ferrara, **Italy**, CIO ad interim for German DAX company
	2008 - 2009	Riad, **Saudi Arabia**, Rollout of boarder security system
	1999 - 2005	Global responsibility for Information Management, Organization of the **international Siemens Web Conferences** (in Germany and USA, > 250 participants), participation in best practice fora, 1 year abroad
	1995 - 1998	Participation at and organization of workshops in **leading international conferences** (e.g. OOPSLA, ECOOP)
	1991 - 1998	Research cooperation with the universities **MIT**, **Stanford**, **Carnegie Mellon**
	1986	Research visit at the University of California at **Berkeley** (Prof. Decker), US
	1985	Research at the **Grandes Écoles** (Normale et Polytechnique, Prof. Lê), Paris
	1981	**Development support** in Argentina and Bolivia

IT Skills	Microsoft suite, Internet technologies, Software engineering, Architecture (SOA), Processes, Networks, and others. In general broad and in depth knowledge of software from usage perspective. In depth IT development skills, OO development & architectures, VR, Ph.D. in AI.

Languages	German, native; English business proof; Italian fluent (business level 4); Spanish fluent conversational (less practice); French

Social Activities	- Participation in Refugee Support (2015 -)
	- Organization of the EBS Interim Executive Symposium (2010, 2012)
	- Foundation and Control Board of "Dachauer Bürgernetzverein" (600 affiliates, activity terminated)
	- Engagement in Self-Administration functions at university and local politics
	- Foundation and leadership in local and regional youth organizations (completed)

Hobbies	Skiing, Sailing, Golf, Fine Arts, Photography, Literature, Politics, Cultural and Social Activities

Notes	Patents obtained and filed; **Best-paper-award**; Representation of Siemens AG in political environments; Invocation in the Bavarian Internet Program (**Bayern online**); Participation in the "**Münchner Kreis**".
	Member of **GI**, **ACM**, **ddim, manager lounge, PMI,** and (formerly) **ABTF** community

Röhrmoos, June 2023