



Oliver Rudolph

Executive Interim Manager
Turnaround & Taskforce Leadership

*1971, German, English fluent,
married, 2 Children

Erfahrung

- > 20 Jahre Projekt Management
- > 15 Jahre Führungserfahrung in Bereichsleitung und Geschäftsführung

Typische Einsatzfelder

- Projekte / Programme in Eskalation
- kritische Digitalisierungsvorhaben
- technische Programme mit hoher Komplexität
- fehlende oder unwirksame PMO-/Governance-Strukturen
- kurzfristige Übernahme von Führungsrollen

Kompetenzen

- Turnaround & Taskforce
- PMO, Programmleitung, Portfolio-Steuerung
- Change, Transformation & agile
- technische Führung
- Prozessmanagement

USP-Portfolio

- Turnaround-Spezialist für komplexe technische, organisatorische und digitale Programme
- Stellt kurzfristig Steuerbarkeit, Priorisierung und Transparenz her
- Führt interdisziplinäre Teams (Hardware, Firmware, Software, IT, Produktion)
- PMO-Architekt für kritische Situationen
- Brückenbauer zwischen Technologie und Management
- Erfahrung mit internationalen Teams (Europa, USA, China, Spanien)

Ausgewählte Referenzen

Taskforce Lead – Gebäudetechnik für Batterie Produktion (Automotive)

Problem: Großprojekt eskaliert, Fertigstellung gefährdet.

Impact: Projekt stabilisiert, Transparenz hergestellt, technische Integration gesichert

Interim Head of PMO – Healthcare Enterprise

Problem: Ungesteuerte Projektlandschaft

Impact: Wirksames PMO aufgebaut, Priorisierung beschleunigt, Projekte stabilisiert.

Program Lead – High-End Product Development (Industrial Tech)

Problem: Ausfall der Programmleitung, Working Model der internationalen Teams nicht passend.

Impact: Programmleitung übernommen, SAFe-Strukturen eingeführt, Roadmap stabilisiert.

Head of Applications & Platforms – Mobility Services

Problem: IT-Transformation stockt.

Impact: Neuorganisation, Modernisierung, Steuerbarkeit hergestellt.



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Experience

- > 20 Years Project Management
 - various sizes, up to multi million budget and up to 40 people
- > 14 Years People Management
 - up to 20 direct reports
 - Team Lead, Division Lead, Managing Director

Education

- Dipl.-Ing. (BA) Technical Informatics
- Senior Project Manager IPMA Level B
- Certified Project Management Trainer (GPM)
- Scrum Master PSM I
- Certified SAFe 6 Agilist

Focus

- Technical Leadership
- Project Management
- Process Management
- Change Management
- Strategy
- Training

Industries

- Automotive
- IT-Service
- Hospitality
- Health Care
- Logistics

Career

2025-today	CFM	Interim Manager, Managing Partner
2023-today	Rudolph Interim	Interim Manager, Project Executive
2014-2023	INCOVIS	Managing Director, Senior Advisor, Trainer
2010-2014	inconso	Deputy Director Software
2008-2010	INCOVIS	Director Project- and Process Management
2006-2008	inconso	Deputy Director Software
2002-2005	Schmücker & Partner	Management Consultant
1998-2001	SerCon GmbH	Senior Consultant

Relevant Activities (Extract)

- Taskforce Leader
Project Turnaround and PM Optimization
Large Scale Building Technology, Instrumentation and Control for Automotive Battery Production
- Head of PMO
Healthcare Enterprise, several Clinics and other Facilities, Digitization, Restructuring, Working Models, Turnaround
- Head of Applications & Platforms / Program CIO
International Mobility Service Card Company, Transformation of IT-Systems, Working Models and Organization
- Program Lead Product Development High-end Weighing Systems: International Team China, USA, Germany, Spain, SAFe, Organizational Development (Mettler Toledo)
- Strategy & Reorganization IT and PMO, PM Optimization (Healthcare)
- Strategy, Process Optimization, PMO Setup and PM Optimization (Automotive Supplier)
- PMO Setup, Requirements Management, Project Setup, Vehicle-Diagnosis Software Xentry Diagnostics (Daimler)
- Process Optimization for Logistics, Administration, Facility and IT (Healthcare)
- Strategy, Definition and Setup of the Process Landscape (International Hospitality Company in Barcelona)
- oneAPI Initiative: Strategy, Technical API-Plattform, Shape Organization, Conduct Change towards API Thinking (Daimler)
- Setup and Management of the European Data Center, 24/7, Business Critical Applications (Daimler)



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 - up to 20 direct reports
 - Team Lead, Division Lead, Managing Director

Career

2025-today	CFM	Interim Manager, Project Executive, Managing Partner	• Taskforce Leader Project Turnaround and PM Optimization Large Scale Building Technology, Instrumentation and Control for Automotive Battery Production • Head of PMO Healthcare Enterprise, several Clinics and other Facilities, Digitization, Restructuring, Working Models, Turnaround • Head of Applications & Platforms / Program CIO International Mobility Service Card Company, Transformation of IT-Systems, Working Models and Organization • Program Lead Product Development High-end Weighing Systems: International Team China, USA, Germany, Spain, SAFe, Organizational Development (Mettler Toledo) • Strategy, Definition and Setup of the Process Landscape (International Hospitality Company in Barcelona) • Strategy & Reorganization IT and PMO, PM Optimization (Healthcare) • Strategy, Process Optimization, PMO Setup and PM Optimization (Automotive Supplier) • Monetization of Vehicle Data - Extended Vehicle (Daimler) • oneAPI Initiative: Strategy, Technical API-Plattform, Shape Organization, Conduct Change towards API Thinking (Daimler)
2023-today	Rudolph Interim	Interim Manager, Project Executive	
2014-2023	INCOVIS	Managing Director, Senior Advisor, Trainer	• Several Logistics and Warehouse Management Projects (Kärcher, LSG, Kühne & Nagel, Stute, Schenker) • PMO Setup, Requirements Management, Project Setup, Vehicle-Diagnosis Software Xentry Diagnostics (Daimler) • PMO Setup, Requirements Management, Project Setup, Vehicle-Diagnosis Software Xentry Diagnostics (Daimler) • Several Messaging and Application Projects based on Lotus Notes / Domino • Setup and Management of the European Data Center, 24/7, Business Critical Applications (Daimler)
2010-2014	inconso	Deputy Director Software	
2008-2010	INCOVIS	Director Project- and Process Management	
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Project Management Executive,
Managing Director, Trainer & Coach

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- > 20 Years Project Management
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- Team Lead, Division Lead,
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Project List IT

- **Head of Applications & Platforms / Program CIO**
International Mobility Service Card Company, Transformation of Systems, Working Models and Organization. Germany, Romania, France.
 - Transformation Strategy
 - Align Business, IT, Legal & Compliance
 - Optimize Requirements Process across several Departments and Squads
 - Align SAFe Environment
- **Program Lead Product Development High-end Weighing Systems: International Team China, USA, Germany, Spain, Scaled Agile, Organizational Development. (Mettler Toledo)**
 - Overall Planning, Coordination and Controlling of 4 international SCRUM teams and some legacy teams including different approaches. Requirements Management and Alignment with Product Owner. Scaling by using elements of SAFe.
 - Evaluation and onboarding of external SW-Teams
 - Optimization of Organizational Structures, introduction of SAFE elements, Coaching, Training
- **PMO Setup, Requirements Management, Project Setup, Vehicle-Diagnosis Software Xentry Diagnostics (Daimler)**
 - Hardware, Firmware, Software, ECUs, Car Bus Systems
- **Monetization of Vehicle Data, Extended Vehicle, Mercedes-Benz Data (Daimler)**
- **oneAPI Initiative: Strategy, Technical API-Plattform, Shape Organization, Conduct Change towards API Thinking (Daimler)**
- **Setup and Management of Daimlers European Data Center (EDC), 7/24, enterprise critical applications**
- **Several System Migrations (Messaging)**
- **Manager of developer teams of various sizes with different approaches**



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Project List Technical Leadership

- **Taskforce Leader**
 - Project Turnaround and PM Optimization
Large Scale Building Technology, Instrumentation and Control for Battery Production
 - 13 Siemens TIA Units, 2.500 Devices, Heating, Cooling, Climatisation, Ventilation, Fire Safety
- **Program Lead Product Development High-end Weighing Systems: International Team China, USA, Germany, Spain, SAFe, Organizational Development. (Mettler Toledo)**
 - Coordination of Mechanics, Hardware (individual PCBs, PLCs), Firmware and Software Departments, including Verification, Validation and Certification (Legal for Trade, Lightning Strike, EMC, Temperature)
 - Overall Planning and Controlling including different approaches (SCRUM and Waterfall)
 - Requirements Management and Alignment with Product Owner
 - Alignment with Production, Logistics and Purchase
 - Optimization of Organizational Structures, Coaching, Training
- **Optimization of the Product Lifecycle Management Framework towards speed and agility**
- **PMO Setup, Requirements Management, Project Setup, Vehicle-Diagnosis Software Xentry Diagnostics (Daimler)**
 - Hardware, Firmware, Software, ECUs, Car Bus Systems
- **Project Setup, Requirements Management, „Diagnosis During Reception“ (Daimler)**
- **Automotive Supplier Taskforce (TIER1, Head Unit, Functional Safety)**



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Project List Automotive

- Strategy, Process Optimization, PMO Setup and PM Optimization (TIER1 Automotive Supplier)
- Setup Process-Management, optimize Project Management and Requirements Management (TIER1 Automotive Supplier)
- Project Setup, PMO Setup, Requirements Management, Vehicle-Diagnosis Software Xentry Diagnostics (Daimler)
 - Hardware, Firmware, Software, ECUs, Car Bus Systems
- Project Setup, Requirements Management, „Diagnosis During Reception“ (Daimler)
- Automotive Supplier Taskforce (TIER1, Head Unit, Functional Safety)
- Digital Strategy Automotive Retailer
- Monetization of Vehicle Data Extended Vehicle, Mercedes-Benz data (Daimler)
- Definition and Setup of a Project Quality Team (IHI)
- oneAPI Initiative: Strategy, Technical API-Plattform, Shape Organization, Conduct Change towards API Thinking (Daimler)
- Process Optimization HR (Bertrandt)



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Project List Project Management Office (PMO)

- **Head of PMO**
 - Healthcare Enterprise, several Clinics and other Facilities
 - Digitization, Restructuring, Working Models, Turnaround
- **Program Lead Product Development High-end Weighing Systems: International Team China, USA, Germany, Spain, SAFe, Organizational Development. (Mettler Toledo)**
 - Coordination of Mechanics, Hardware (individual PCBs, PLCs), Firmware and Software Departments, including Verification, Validation and Certification (Legal for Trade, Lightning Strike, EMC, Temperature)
 - Overall Planning and Controlling including different approaches (SCRUM and Waterfall)
 - Requirements Management and Alignment with Product Owner
 - Alignment with Production, Logistics and Purchase
 - Optimization of Organizational Structures, Coaching, Training
- **Project Consulting (PMO, Agility, Tools) (Mettler)**
- **PMO Setup, Requirements Management, Project Setup, Vehicle-Diagnosis Software Xentry Diagnostics (Daimler)**
 - Hardware, Firmware, Software, ECUs, Car Bus Systems
- **PMO Setup Vinzenz von Paul Kliniken**
- **PMO Setup Support (Peter Hahn)**



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Project List Process Management

- **Hospitality**
 - Strategy, Definition and Setup of the Process Landscape (International Hospitality Company in Barcelona and Blackrock)
 - Due Diligences
- **Automotive**
 - Setup Process-Management, optimize Project Management and Requirements Management (TIER1 Automotive Supplier)
 - Definition and Setup of a Project Quality Team (IHI)
 - Process Optimization HR (Bertrandt)



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Project List Health Care

- **Alb-Donau-Kreis GmbH**
 - Head of PMO
Healthcare Enterprise, several Clinics and other Facilities, Digitization, Restructuring, Working Models, Turnaround
- **Vinzenz von Paul Kliniken**
 - Intralogistics-Project (medicals, waste, beds management, facility, medical systems / project setup, specifications, project management, Dynamed Software)
 - PMO Setup
 - Process-Workshop / Q-Care und Daedalus
 - Restructuring IT-Department
 - Training & Coaching



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Project List Logistics

- Setup Warehouse-Management-Systems (inconsowms/s). Fixed price projects, definition of processes, adapting and programming software, test, go live. Several customers like
 - Schmitt / Kärcher
 - Stute / LSG
 - KLM
 - Schenker
 - LGI



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Project List Change / Transformation

- **Program Lead Product Development High-end Weighing Systems: International Team China, USA, Germany, Spain, SAFe, Organizational Development. (Mettler Toledo)**
 - Coordination of Mechanics, Hardware (individual PCBs, PLCs), Firmware and Software Departments, including Verification, Validation and Certification (Legal for Trade, Lightning Strike, EMC, Temperature)
 - Overall Planning and Controlling including different approaches (SCRUM and Waterfall)
 - Requirements Management and Alignment with Product Owner
 - Alignment with Production, Logistics and Purchase
 - Optimization of Organizational Structures, Coaching, Training
- **PLM Optimization towards Agility (Mettler Toledo)**
- **oneAPI Initiative: Strategy, Technical API-Plattform, Shape Organization, Conduct Change towards API Thinking (Daimler)**



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Project List Utilities

- Software development of a system for offering, planning, building, billing and documenting house connections. (eon)
 - Document and align on the processes
 - Develop various interfaces to legacy systems like SAP
 - Create the workflow



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Project List Trainings

- **IPMA / GPM Trainings as certified Project Management Trainer**
 - All Levels (D-B)
 - > 400 Training Days
- **Process Management**
 - Basic Trainings, mostly as part of a Process Management Project



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Tools

- MS-Project
- Polarion
- ibo netProject
- Capmo
- Azure DevOps / Team Foundation Server
- JIRA / confluence
- Visio / Signavio
- Microsoft Suite
- Concept Board / Miro

Methods

- SCRUM
- SAFe 6
- IPMA Project Framework
- SIPOC, BPMN
- Various Workshop Formats (Gallery Walk, Serious Play, Brain Storming / Writing, Moderation, ...)
- Quick Profiling with Belbin / Team Management System