

## Profile

### Gerhard Mangold Interim Manager



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#### Qualification and relevant Project experience

- More than 30 years experience in several management consultancies as well as experience in management (FE2, FE3) and in the interim management (FE2, FE3) of national and international companies
- International program and project management experience in various industries and companies
- Implementation experience in SAP projects
- Transformation program management in multi-cloud solutions (SAP HANA Enterprise Cloud and other cloud solutions)
- Interim management (eg CIO, IT department / department management) in different companies and industries
- Bid and Contract Management - IT Sourcing (Services, Infrastructure, Software, IT Outsourcing), SaaS
- International experience in outsourcing (IT, BPO) and implementation of shared service centers
- Bid- and contract management (IT, TC), SaaS, Shared Service Center

## Projects (excerpt)

|          |  |
|----------|--|
| Period   | 01/2020 – 12/2020  |
| Company  | Logistik   |
| Industry | Logistik   |
| Role     | Projekt Manager  |
| Project  | Carve Out – Development of several GmbH's with vertical organization and separation of the IT organization <ul style="list-style-type: none"><li>• IT restructuring within the new GmbHs</li><li>• Allocation of IT to 3 autonomous GmbHs based on decision templates</li><li>• Design an IT roadmap</li><li>• Coordination to ensure IT operations while at the same time separating systems, organization and processes</li><li>• Separation of the entire IT infrastructure with simultaneous data exchange due to customer / supplier relationships of the new GmbHs</li><li>• Consideration of company-specific applications, industry solutions and in-house developments with regard to separation and further development</li><li>• Tender outsourcing infrastructure and networks</li><li>• Selection process ERP solutions (Cloud)</li></ul> |

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|----------|---|
| Period   | 01/2019 – 10/2019   |
| Company  | Retail  |
| Industry | Retail  |
| Role     | Project Manager   |
| Project  | Transformation of SAP systems and other IT systems into multi-cloud solutions <ul style="list-style-type: none"><li>• Transformation into a flexible cloud landscape to digitize business processes</li><li>• Migration of all SAP on-Premise systems into SAP HEC (HANA Enterprise Cloud); including migration of DB to HANA</li><li>• Transition of further IT systems and applications into a second cloud solution</li><li>• Harmonization of the planning of further, ongoing projects for the transformation project</li><li>• Coordination, coordination and involvement of external providers</li><li>• Management and coordination of approx. 10 subprojects</li><li>• Resource planning (internal, external)</li><li>• Coordination and reporting to the Steering Committee</li></ul> |

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|---------|-------------------|
| Period  | 07/2018 – 01/2019 |
| Company | Retail            |

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|----------|---|
| Industry | Retail  |
| Role     | Interim Manager   |
| Project  | Interim Manager SAP CoC / IT <ul style="list-style-type: none"><li>• Setup and Management SAP CoC / IT</li><li>• Setup Future IT<ul style="list-style-type: none"><li>- Definition Service Catalogue</li><li>- Define processes and tools; describe processes, based on the current system landscape and consideration of benchmarks (Headcounts) for further development</li><li>- Define organization and Governance; on basis of the current System-Landscape as well as consideration of benchmarks (headcount) and further development</li><li>- Define roles and creation of job descriptions</li><li>- Documentation</li></ul></li><li>• Update IKS (Internal Controllsystem) from an IT-(Audit)Perspective<ul style="list-style-type: none"><li>- Introduce / Implement ITIL-based processes</li><li>- Define / describe processes and implementation in HelpDesk</li></ul></li><li>• Architektur / Systemlandschaft</li><li>• Description and Implementation of various processes, such as<ul style="list-style-type: none"><li>- Account- und Role-Provisioning</li></ul></li></ul> |

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| Period   | 12/2017 – 06/2018   |
| Company  | Finance   |
| Industry | Finance   |
| Role     | Senior Project Manager  |
| Project  | Carve Out / M&A <ul style="list-style-type: none"><li>• Analyses, Planning and technical execution of a Carve Out of a business unit<ul style="list-style-type: none"><li>- Effort / cost planning for different scenarios of the Carve out</li><li>- Resource planning / staffing (internal and external)</li></ul></li><li>• Support/Preparing Virtual Data Room for Due Diligence</li><li>• Analysis, planning and execution of the spin-off of a division<ul style="list-style-type: none"><li>• Project management for IT<ul style="list-style-type: none"><li>- Operating Model</li><li>- Office IT / Data separation</li><li>- Business Applications</li><li>- Shared Business Applications</li><li>- Infrastructure (Data Center, Network, Security)</li><li>- IT Procurement</li></ul></li></ul></li><li>• Coordination with the Program Management / M &amp; A / Legal</li><li>• Coordination / Alignment with the Program Management / M&amp;A / Legal / as well as with the departments to be carved out (Finance, Controlling, Tax, Procurement, Business Commercial, Business Operations, Legal, HR, Risk / Compliance)</li></ul> |

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| Period   | 07/2017 – 10/2017   |
| Company  | Manufacturing   |
| Industry | Manufacturing   |
| Role     | Project Manager   |
| Project  | SAP Project Management (Design phase)<br>Implementaion SAP Hana Business Suite at a brand deployment company that supports its customers along the complex prepress process, from design to print, thereby maximizing the workflow efficiency |

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| Period   | 07/2017 – 10/2017  |
| Company  | Consulting   |
| Industry | Manufacturing  |
| Role     | Project Manager  |
| Project  | SAP Project Management <ul style="list-style-type: none"><li>• Conversion of SAP UI5 for MES / MII to a manufacturer of cold-rolled strip steel products</li><li>• Rollout planning in various countries</li></ul> |

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|          |   |
|----------|---|
| Period   | 07/2017 – 10/2017   |
| Company  | Consulting  |
| Industry | Manufacturing   |
| Role     | Projectmanager  |
| Project  | SAP Projectmanagement (ME/MI) <ul style="list-style-type: none"><li>• Implementation of SAP ME / MII to a company for functional solutions and engineering in the commercial and private sector</li><li>• Planning, budget controlling, resource coordination and planning, controlling external partners</li></ul> |

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|----------|---|
| Period   | 01/2017 – 04/2017   |
| Company  | Automotive  |
| Industry | Automotive  |
| Role     | Project Manager, Consultant   |
| Project  | Creating Tender documents as a basis for digitalization<br>Create global tender documents for Infrastructure target fields: <ul style="list-style-type: none"><li>• Data Center<br/>Consolidation Infrastructure and Cloud-Readyness, Standardization, Increasing Virtualisationrate, Configuration Cloud-Features, Optimization Tool-Landscape, Storage-Optimization, Active Directory Consolidierung</li><li>• Network<br/>MPLS offloading via Internet VPN</li><li>• Security<br/>Strategy, Automatisaion IAM-Processes, Cloud Risk Framework Implementaion SOC (Security Operation Center)</li><li>• Workplaces<br/>Global Service Desk, Office 365</li></ul> |

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| Period | 01/2016 – 07/2016 |
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| Company  | International Consulting Company  |
| Industry | IT Consulting   |
| Role     | Program-/Project Manager  |
| Project  | Program-/Project Manager <ul style="list-style-type: none"><li>• Project Management SAP for an international Pharmaceutical company within creating a pilot and international roll-out</li><li>• Strategy consulting for an international Pharmaceutical company - Bid Management to merge for various locations into SAP Hana Business Suite</li><li>• Preparation Carve Outs</li><li>• Coordination of SAP Implementation projects ((FI, CO, MM, WM, SD, WM))</li><li>• Spot Consulting</li><li>• Creating training material for project management trainings</li></ul> |

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| Period   | 04/2014 – 12/2015  |
| Company  | Media Company  |
| Industry | Media Company  |
| Role     | Project Manager  |
| Project  | Project Management SAP <ul style="list-style-type: none"><li>• Scope-Definition, RFP-Evaluation, Contract negotiation</li><li>• Project Management SAP Implementation (FI, CO, MM, SD, CRM, FI-CA)</li><li>• Project Controlling</li><li>• Test Management</li></ul> |

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|          |   |
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| Period   | 10/2014 – 03/2015   |
| Company  | Entertainment   |
| Industry | Entertainment Company   |
| Role     | Consultant  |
| Project  | Consultant <ul style="list-style-type: none"><li>• Process- and cost analysis in IT</li><li>• Creating a design with identification of potentials for cost reduction with prioritization</li><li>• Development of a first time- and action plan</li></ul> |

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| Period   | 05/2013 – 05/2014   |
| Company  | Wood production   |
| Industry | Wood production   |
| Role     | Project Manager   |
| Project  | Project Management SAP <ul style="list-style-type: none"><li>• Project Management SAP Logistics Production planning, Variant Configuration, Sales, Distribution, Controlling, Finance, Materials Management (FI, CO, MM, SD, PP and several interfaces)</li><li>• Definition Project Methodology, Definition Structures, Definition Templates</li></ul> |

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- Project Management, Project planning, Project controlling
  - Management external suppliers
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| Period   | 06/2012 – 05/2013  |
| Company  | Pharmaceutical   |
| Industry | Pharmaceutical Industry  |
| Role     | Program-/Project Manager   |
| Project  | Program-/Project Management <ul style="list-style-type: none"><li>• Program Management Saas (SuccessFactors)<br/>Performance Management, Learning Management, Recruiting Management, Compensation Management</li><li>• Project Management Finance (Credit-, Dunning-, Dispute Management, Accounting Reconciliation)</li><li>• Coordinierung Validation (GxP) for IT-Systems</li><li>• Projectplanning, Budgetplanning</li><li>• Project Management for further Projects in the area HR/HCM, Finance</li></ul> |

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Period 12/2011 – 06/2012  
Company Chemical  
Industry Chemical Industry  
Role Interim Manager  
Project Head of Global Services and Application Management

- Effective management of global services and products in the SAP area
  - Strategy- and process development as well as implementation
  - Increase efficiency and effectiveness
  - People management (global) for approx. 90 FTE's
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Period 06/2011 – 10/2011  
Company Chemical  
Industry Chemical Industry  
Role Project Manager  
Project Management for a preparation of a Joint Venture and responsible for the Carve Out of a company from the global IT-Landscape

- Setup and migration of the total ERP-Landscape
  - SLO for the involved SAP-Systems
  - Separation and Migration of the relevant applikation-landscape
  - Separation and setup infrastructure and network
  - Projektplanung, CutOver-Planning
  - Create and control the projekt budget
  - Contract negotiation and monitoring of external service providers
  - Coordination and control of all project teams
  - Direct Report to the board
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Period 08/2010 – 11/2010  
Company Retail  
Industry Retail  
Role Project Manager  
Project Project Management of several Roll-Out-Projects SAP

- Rollout-Planning SAP MM, SD, FI, Retail
- Workforce Management

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Period 01/2010 – 03/2010  
Company Manufacturing  
Industry Automotive  
Role Interim Manager / Project Manager  
Project Set up Shared Service Center

- Defintion Strategy

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- Select location(s)
  - Business-Planning
  - Implementation planning
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Period 05/2009 – 11/2009  
Company TK-Company  
Industry Telecommunication  
Role Interim Manager  
Project Interim Management, IT Shared Enabler

- Interim-Management Department Revenue Assurance Tools
- Interim-Management Department Partner Billing Tools
- Interim-Program Management Revenue Assurance Tools (national, International)
- Interim-Program Management Partner Billing Tools (national, International)
- Manage 35 FTE's
- Support in elaboration and contract negotiation for a sourcing (offshore) of partner billing applications

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Period 12/2008 – 02/2009  
Company Pharmaceutical  
Industry Pharmaceutical  
Role Project Management / Consulting  
Project Demand Management Process

- Consumption review of Infrastructure services
- Establishing guidelines and processes for optimized demand management
- Identifying short-, mid- and long-term cost reduction opportunities
- Implement quick wins, launch mid- and long-term activities

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Period 09/2008 – 1/2008  
Company Coal Mining  
Industry Coal Mining  
Role Project Management / Consulting  
Project Support / Definition of Future IT related to Outsourcing

- Outsourcing-Contracts (Prices, time schedule, quantities, etc.)
- Define Pricing models
- Define Service Levels / Products

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Period 02/2008 – 06/2008  
Company Machine production  
Industry Engineering  
Role Interim Management  
Project Interim Management of Business Support Process Team

- Manage Business Support Team (14 FTE's)
- Implementation ITIL-Processes (Change Management)
- International coordination of changes (SAP FI, SAP CO, SAP HR, Lotus Notes)
- Project management IT-internal processes

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Period 10/2007 – 12/2007  
Company Service / Repair  
Industry IT  
Role Interim Management  
Project Project & Process Management (Increase productivity, Increase quality)

- Project planning
- Project structure
- Define tasks on basis of audit-report
- Process improvement
- Define new organisation
- Planning and execution of reviews
- Project controlling
- Reporting to Steering Committee (International)
- Consulting / Definition of job profiles
- Consulting / Moderation internal conflicts
- Consulting Change Management

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eriod 11/2006 – 09/2007  
Company Service  
Industry Services (Catering, Facility Management, Security, Cleaning)  
Role CIO  
Project Takeover the national and international responsibility for the IT-Organisation

- Define IT-Strategy
- RfP's for Web-Hosting, ERP-Selection
- Support Projects in start phase
- Contract Management
- Outsourcing Consulting

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| Period   | 08/2005 – 09/2006   |
| Company  | IT-Consulting   |
| Industry | IT-Outsourcing  |
| Role     | Bid-/Pursuit Manager  |
| Project  | Takeover the national and international deal responsibility with co-ordination (in terms of Engagement Management / Project Management) of several Delivery- and Sales-Units during the Sales- und Proposal-Process for (complex) outsourcing projects. |

Planning und Execution of Due Diligences at Outsourcing deals in Central Europe.

Exerpt of managed and also negotiated projects:

- BPO (Finance & accounting) for a retailer
- BPO /Finance & accounting) for an insurance company
- IT-Outsourcing: Hosting SAP-Services for a Russian company
- IT-Outsourcing: Infrastructure Management – Data Center Services  
with consolidation and virtualisation; including staff transfer
- IT-Outsourcing: Infrastructure Management – Data Center Services
- Consolidation and moving Data Centers

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| Period   | 11/2003 - 07/2005   |
| Company  | Several companies   |
| Industry | IT-Consulting / several industries                                    |
| Role     | Project Management, Consuting   |
| Project  | Feasibility study in the public sector for an asset management system |

Project Management in the public sector

- business process consulting
- co-Project Management for the internal PM

Program Management in the Telco / Finance industry

- Implementation planning of a MPLS network in Europe
- Implementation planning of encryption software in Europe
- Management of project teams (more than 100 team members)
- co-ordinate quality and risk requirements
- co-ordinate contract management
- planning international roll-out (Europe, USA, Canada)
- co-ordinate international teams

Planning (Sales and Programme Management) an Outsourcing-Deal for a Contact Centre

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| Period   | 06/2002 - 12/2003   |
| Company  | IT-Systemhouse  |
| Industry | IT-Consulting   |
| Role     | Senior Manager / Program Manager  |
| Project  | Takeover the national and international Deal responsibility with co-ordination (in terms of Engagement Management / Project Management) of several Delivery- and Sales-Units during the Sales- und Proposal-Process for strategic projects. |

Management of the Sales-Processes of several Sales- and Delivery-Units and external Service Providers during the proposing for the Bundesagentur für Arbeit.

Planning und Execution of Due Diligences at Outsourcing deals in Hungary and the Netherlands.

Co-ordination of Sales-Processes during the acquisition of a Desktop-Services-Deal

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|----------|---|
| Period   | 06/1999 - 05/2002   |
| Company  | IT-Systemhouse  |
| Industry | IT-Consulting   |
| Role     | Senior Manager  |
| Project  | Profit-/Loss-Responsibility and Management for the international companies of the Unit Enterprise Business Solutions in Europe. |

Reponsible for Business Development, Management, Interims-Management, Sales and PreSales in the area of SAP-/ERP-Consulting Services in Europe.

Support at Due Diligences during M&A Activities and Outsourcing-Deals

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|----------|---|
| Period   | 05/1997 - 08/1997   |
| Company  | IT-Consulting   |
| Industry | IT-Consulting   |
| Role     | Manager / Member of Supervisory Board   |
| Project  | Manager of the SAP-Consulting unit at a Swiss IT-Consulting company with international direction. |

Build-up the international SAP-Consulting business

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Further projects on request

