

## Profile

### Gerhard Mangold Interim Manager



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### Qualification and relevant Project experience

Generally:

- Interim Management IT
- Project Management
- Outsourcing consulting

Experience in management (FE2, FE3) and interim management (FE2, FE3) at national and international companies

35 years of experience in management consulting and management

- Project management and program management in various international industries and companies
- Interim management in various companies and industries, including CIO, IT management and department heads
- Project management for carve out projects
- Transition and transformation in multi-cloud solutions such as SAP S/4 HANA, SAP HANA Enterprise Cloud and other cloud solutions

## Projects (excerpt)

Period	06/2023 –
Company	Technology
Industry	Technology
Role	Interim IT-Manager Europe
Project	Interim IT-Management <ul style="list-style-type: none"><li>• Management of IT Europe including management of employees</li><li>• Ensuring IT services in Europe</li><li>• Conducting employee interviews (annual interviews)</li><li>• Stabilization / standardization after SAP go-live</li><li>• Recruitment and management of external consultants</li><li>• Regular coordination with US parent company</li><li>• Budget planning for the following year including budgeting for new projects (SAP related, infrastructure such as servers, Windows 11, etc.)</li><li>• Regular coordination / alignments with management (Europe, USA)</li></ul>

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Period	02/2021 – 05/2023
Company	Automobilzulieferer
Industry	Automotive
Role	Projekt Manager
Project	Carve Out – Infrastructure (global) <ul style="list-style-type: none"><li>• Carve Out – Infrastructure (global)<ul style="list-style-type: none"><li>- Preparation CarveOut and creation of the separation concept infrastructure &amp; security</li></ul></li><li>• Creation of Target Operating Model (TOM) for infrastructure and security</li><li>• Creation of future IT architecture based on TOM - Development / presentation of the resulting sourcing models (e.g. Managed Service, SaaS, PaaS, XaaS)</li><li>• Development of the future IT organization (NewCo) Structure, roles, tasks</li><li>• Cost estimation (basic benchmarks for SMEs)<ul style="list-style-type: none"><li>Change Capex to Opex</li><li>Operating costs</li><li>Transition costs</li></ul></li><li>• Creation of RfP for infrastructure and IT security</li><li>• Development of project rough planning for transition to closing</li></ul>

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Period	03/2021 – 12/2022
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Company Automotive  
Industry Automotive  
Role Project Manager  
Project Carve In - Integration of a new company (global)

Infrastructue & Security  
Planning and design of new infrastructure (e.g. Central DataCenter, Local DataCenter, Network, O365, updates to new platforms)  
Step by step implementation / rollout including new end user devices (e.g. laptops, mobile devices)  
harmonization  
Server integration and virtualization

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Period 04/2022 – 06/2022  
Company Energy  
Industry Energy  
Role Project Manager  
Role Project Manager S/4 HANA  
Projects Preparation of a S/4 HANA project (greenfield, best practices)

- Preparation of contract with SAP S/4 HANA
- Selection of implementation partners
- Contract negotiation with implementation partner
- Coordination of companies in Switzerland and the Netherlands
- Preparation of project planning, project budget with implementation partner
- Handover to internal project manager

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Period 07/2021 – 01/2022  
Company Aluminium  
Industry Aluminium  
Role Crisis Manager  
Role Crisis Manager  
Projects Crisis Manager – SAP ongoing Implementation

- Analysis of the previous SAP project
- Definition of measures to stabilize IT systems
- Reorganize structures, involve users
- Define responsibilities
- Focus on processes, scope
- Regular and close reporting and coordination with CEO, COO, CSO and Managing Director Romania
- Set up teams to correct errors from GoLlve (cleaning tasks for business)
- Risk assessment - Decision template
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SAP implementation / conversion to Make to Order

- Decision on a new project with Switch to MTO (make-to-order)

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- production)
  - Set up a new project with the right business strategy and methodology
  - Scoping workshop for a new project
  - Project planning, project organization, clear allocation of responsibility
  - Close and timely coordination with the Managing Director Romania and the managing directors of the HAI Group
  - Test planning, training planning, documentation
  - Quality assurance of the results (tests, documentation, etc.)
  - Process improvement and conversion as well as SAP implementation with successful GoLive within 2.5 months
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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</li></ul>

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cloud solution

- Harmonization of the planning of further, ongoing projects for the transformation project
  - Coordination, coordination and involvement of external providers
  - Management and coordination of approx. 10 subprojects
  - Resource planning (internal, external)
  - Coordination and reporting to the Steering Committee
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Period	07/2018 – 01/2019
Company	Retail
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 Controlsystem) 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></ul></li></ul></li></ul>

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- Business Applications
  - Shared Business Applications
  - Infrastructure (Data Center, Network, Security)
  - IT Procurement
  - Coordination with the Program Management / M & A / Legal
  - Coordination / Aligement with the Program Management / M&A / Legal / as well as with the departments to be carved out (Finance, Controlling, Tax, Procurement, Business Commercial, Business Operations, Legal, HR, Risk / Compliance)
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Period 07/2017 – 10/2017  
Company Manufacturing  
Industry Manufacturing  
Role Project Manager  
Project SAP Project Management (Design phase)  
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

- Conversion of SAP UI5 for MES / MII to a manufacturer of cold-rolled strip steel products
- Rollout planning in various countries

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Period 07/2017 – 10/2017  
Company Consulting  
Industry Manufacturing  
Role Projectmanager  
Project SAP Projectmanagement (ME/MI)

- Implementation of SAP ME / MII to a company for functional solutions and engineering in the commercial and private sector
- Planning, budget controlling, resource coordination and planning, controlling external partners

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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  
Create global tender documents for Infrastructure target fields:

- Data Center  
Consolidation Infrastructure and Cloud-Readyness,

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Standardization, Increasing Virtualisationrate, Configuration  
Cloud-Features, Optimization Tool-Landscape, Storage-  
Optimization, Active Directory Consolidierung

- Network  
MPLS offloading via Internet VPN
  - Security  
Strategy, Automatisierung IAM-Processes, Cloud Risk Framework  
Implementaion SOC (Security Operation Center)
  - Workplaces  
Global Service Desk, Office 365
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Period	01/2016 – 07/2016
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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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 Logisics 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><li>• Project Management, Project planning, Project controlling</li><li>• Management external suppliers</li></ul>

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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) 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

