

Profile

Gerhard Mangold
Interim Manager / Programm-Manager

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Qualification and relevant Project experience

More than 30 years experience in IT Consulting and since 2004 as a freelancer

- Interim management roles across various companies and industries, including CIO, Head of IT, and IT department head positions
- Project leadership for carve-out initiatives
- Project and program management across diverse international industries and companies
- Transition and transformation involving multi-cloud solutions (e.g., SAP S/4HANA, SAP HANA Enterprise Cloud) and migrations from SAP ECC to S/4HANA
- Stakeholder management at both executive and functional levels
- Effective management of internal and external resources; harmonization of business processes and ERP structures
- Establishing transparency, structure, and accountability within the program to ensure stakeholder buy-in

Projects (excerpt)

Period	02-2025 – 02-2025
Company	mechanical connection technology
Industry	Mechanical connection technology
Role	Consultant ongoing ERP-Project
Project	Consultant ongoing ERP-Project
	• Inventory of ongoing ERP project - Deficits - Measures - Risks
Period	11/2023 – 03/2024
Company	Mechanical and plant engineering
Industry	Mechanical and plant engineering
Role	Interim Manager
Project	Management Advisory / Interim Manager Application Management
	• IT management consulting • Inventory of the Application Management Services department • Show findings, define measures • Takeover of department management • Implement measures • Advice on restructuring IT • Support with various consulting topics
Period	06/2023 – 10/2023
Company	Technology
Industry	Technology
Role	Interim IT-Manager Europe
Project	Interim IT-Management
	• Management of IT Europe including management of employees • Ensuring IT services in Europe • Conducting employee interviews (annual interviews) • Stabilization / standardization after SAP go-live • Recruitment and management of external consultants • Regular coordination with US parent company • Budget planning for the following year including budgeting for new projects (SAP related, infrastructure such as servers, Windows 11, etc.) • Regular coordination / alignments with management (Europe, USA)

Period	02/2021 – 05/2023
Company	Automotive Supplier
Industry	Automotive
Role	Projekt Manager
Project	Carve Out – Infrastructure (global)
	• Carve Out – Infrastructure (global) - Preparation Carve Out and creation of the separation concept infrastructure & security • Creation of Target Operating Model (TOM) for infrastructure and security • Creation of future IT architecture based on TOM - Development / presentation of the resulting sourcing models (e.g. Managed Service, SaaS, PaaS, XaaS) • Development of the future IT organization (NewCo) Structure, roles, tasks • Cost estimation (basic benchmarks for SMEs) Change Capex to Opex Operating costs Transition costs • Creation of RfP for infrastructure and IT security • Development of project rough planning for transition to closing

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

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 GoLive (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 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 • IT restructuring within the new GmbHs • Allocation of IT to 3 autonomous GmbHs based on decision templates • Design an IT roadmap • Coordination to ensure IT operations while at the same time separating systems, organization and processes • Separation of the entire IT infrastructure with simultaneous data exchange due to customer / supplier relationships of the new GmbHs • Consideration of company-specific applications, industry solutions and in-house developments with regard to separation and further development • Tender outsourcing infrastructure and networks • Selection process ERP solutions (Cloud)
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 • Transformation into a flexible cloud landscape to digitize business processes • Migration of all SAP on-Premise systems into SAP HEC (HANA Enterprise Cloud); including migration of DB to HANA • Transition of further IT systems and applications into a second 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
Period	07/2018 – 01/2019
Company	Retail
Industry	Retail
Role	Interim Manager
Project	Interim Manager SAP CoC / IT • Setup and Management SAP CoC / IT • Setup Future IT - Definition Service Catalogue - Define processes and tools; describe processes, based on the current system landscape and consideration of benchmarks (Headcounts) for further development

- Define organization and Governance; on basis of the current System-Landscape as well as consideration of benchmarks (headcount) and further development
- Define roles and creation of job descriptions
- Documentation
- Update IKS (Internal Controllsystem) from an IT- (Audit) Perspective
 - Introduce / Implement ITIL-based processes
 - Define / describe processes and implementation in HelpDesk
- Architektur / Systemlandschaft
- Description and Implementation of various processes, such as
 - Account- und Role-Provisioning

Period	12/2017 – 06/2018
Company	Finance
Industry	Finance
Role	Senior Project Manager
Project	Carve Out / M&A • Analyses, Planning and technical execution of a Carve Out of a business unit - Effort / cost planning for different scenarios of the Carve out - Resource planning / staffing (internal and external) • Support/Preparing Virtual Data Room for Due Diligence • Analysis, planning and execution of the spin-off of a division • Project management for IT - Operating Model - Office IT / Data separation - Business Applications - Shared Business Applications - Infrastructure (Data Center, Network, Security) - IT Procurement • Coordination with the Program Management / M & A / Legal • Coordination / Alignment 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)

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

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
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
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, 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
Period	01/2016 – 07/2016
Company	International Consulting Company
Industry	IT Consulting
Role	Program-/Project Manager
Project	Program-/Project Manager • Project Management SAP for an international Pharmaceutical company within creating a pilot and international roll-out • Strategy consulting for an international Pharmaceutical company - Bid Management to merge for various locations into SAP Hana

- Business Suite
- Preparation Carve Outs
- Coordination of SAP Implementation projects ((FI, CO, MM, WM, SD, WM))
- Spot Consulting
- Creating training material for project management trainings

Period	04/2014 – 12/2015
Company	Media Company
Industry	Media Company
Role	Project Manager
Project	Project Management SAP • Scope-Definition, RFP-Evaluation, Contract negotiation • Project Management SAP Implementation (FI, CO, MM, SD, CRM, FI-CA) • Project Controlling • Test Management

Period	10/2014 – 03/2015
Company	Entertainment
Industry	Entertainment Company
Role	Consultant
Project	Consultant • Process- and cost analysis in IT • Creating a design with identification of potentials for cost reduction with prioritization • Development of a first time- and action plan

Period	05/2013 – 05/2014
Company	Wood production
Industry	Wood production
Role	Project Manager
Project	Project Management SAP • Project Management SAP Logistics Production planning, Variant Configuration, Sales, Distribution, Controlling, Finance, Materials Management (FI, CO, MM, SD, PP and several interfaces) • Definition Project Methodology, Definition Structures, Definition Templates • Project Management, Project planning, Project controlling • Management external suppliers

Period	06/2012 – 05/2013
Company	Pharmaceutical
Industry	Pharmaceutical Industry
Role	Program-/Project Manager

Project	Program-/Project Management
	• Program Management Saas (SuccessFactors) Performance Management, Learning Management, Recruiting Management, Compensation Management • Project Management Finance (Credit-, Dunning-, Dispute Management, Accounting Reconciliation) • Coordinierung Validation (GxP) for IT-Systems • Projectplanning, Budgetplanning • Project Management for further Projects in the area HR/HCM, Finance

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

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

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

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

- Defintion Strategy

- 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

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

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

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

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

Period	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

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

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

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

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

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

Further projects on request

