

MICHAEL RÜDIGER

Find solutions. And implement them.



Interim Manager & Business Consultant

ADDED VALUE

I am a problem solver with a business administration background and many years of experience in IT, sales, consulting as well as in the implementation of processes and IT systems.

As an Interim Manager, Business Consultant, Project Manager and Chief Negotiator, I offer tailor-made solutions for an increasingly fast-paced business environment from a single source.

In doing so, as a certified Scrum Product Owner and Scrum Master, I bring state-of-the-art agile knowledge to your company. As a PRINCE2 certified Project Manager, I will put your projects on the path of success. This, by using either agile project management frameworks or the classic waterfall method - as needed by your specific project.

SERVICE PORTFOLIO

PROJECT

- Project Management PRINCE2® | SAP
- Project Turnaround Management
- Program Management | PMO

ORGANIZATION

- Interface IT / business units
- Establishing foreign locations
- Process development & improvement

INTERIM MANAGEMENT

- Transformations
 - Leadership expertise
- IT | Sales | KAM | CRM | SAP

REQUEST FOR TENDER (RfI, RfP)

- Conduct of negotiations
- Creation of contracts & agreements
- Sourcing

ROLLOUT

- Process & system rollout
- Training
- Testing

PROFESSIONAL EXPERIENCE

RESPONSIBILITIES



P&L responsibility p.a.:	up to 1M EUR
Personal TCV p.a.:	up to 8M EUR
Largest project contract:	up to 19M EUR
Largest total change requests:	up to 24M EUR
Project budget:	up to 8.5M EUR
Managed line budget:	up to 44M EUR p.a.
Leadership:	up to 30 FTEs
System rollout:	38 countries, 5 continents

CORPORATE FUNCTIONS



20+ years IT
15+ years Sales & Key Account Management
10+ years Project Management | Program Management
10+ years CRM & E-Commerce
10+ years Consulting
3+ years Finance & Operations

INDUSTRIES



HealthCare
Manufacturing
Retail | E-Commerce
Professional Services

- Consulting
- IT Service Management
- Software development

Mechanical Engineering
Process Industry

CERTIFICATIONS



Project Management:

- PRINCE 2® Agile Practitioner

Product development

- Scrum Product Owner (PSPO I)
- Scrum Master (PSM I)

Innovation development

- Design Thinking

POTENTIAL

ROLES



Vice President IT
Business Process Owner
Head of Sales | Account Management | Inside Sales | CRM
Project Manager | PMO | Project Turnaround Manager
Product Owner
Business Relationship Manager
Chief Negotiator
Inhouse Consultant

CORPORATE AREAS



100% IT
100% Process Excellence
100% Sales | Key Account Management | CRM
100% Project | Program Management
80% Inhouse Consulting
50% Marketing
25% Management
20% Finance / Controlling

WORKING STYLE



hands-on
goal-orientated with a focus on the companies needs
dedicated
good sense of responsibility
willing to make decisions

PERSONALITY



Assertive, convincingly
thinking and acting cross-functionally
internationally experienced
flexible
resilient
authentic
loyal and trustworthy

EDUCATION | SKILLS

EDUCATION



MBA (German: Diplom-Kaufmann) - Georg-August-Universität Göttingen

Emphasis:

Corporate management and corporate accounting

Thesis:

„ Approaches of a strategic sales controlling “

Economics – Johannes-Gutenberg-Universität Mainz

IT SKILLS



MS Teams

MS Office 365

MS Dynamics CRM

MS Visio

MS DevOps

MS Project

Jira

Mural

Collaboration Tools (e.g., Adobe Connect, Zoom, WebEx, etc.)

SAP S/4HANA

SAP Sales Cloud

SAP Business ByDesign

SAP CRM

Salesforce

Matrix42

PROLIN

IT Service Management (ITIL)

LANGUAGE SKILLS



German - Native speaker

English - fluent

Spanish - basic

French - basic

PERSONAL DATA



Date of birth: August 14th, 1970

Nationality: German

PROFESSIONAL CAREER

Period	Customer / Company	Position
01/2024 – 12/2024	University Hospital	<ul style="list-style-type: none">• Vice President Clinical Procedures (ad interim)
10/2022 – 03/2023	Production company	<ul style="list-style-type: none">• Project Manager IT Service Management (ad interim)
06/2021 – 07/2022	Production company	<ul style="list-style-type: none">• Business Process Owner Order-to-Cash & Service-to-Retention (ad interim)
01/2020 – 02/2021	Production company	<ul style="list-style-type: none">• Head of IT-Demand (ad interim)
05/2019 to date	SUSTAIN Interim Management & Business Consulting M. Rüdiger	<ul style="list-style-type: none">• Interim Manager & Business Consultant
06/2018 – 11/2018	Private	<ul style="list-style-type: none">• Road trip through Europe
07/2011 – 04/2018	Consulting company & IT service provider	<ul style="list-style-type: none">• Key Account Manager (with responsibility for results)• Sales Manager• Inhouse Transformation Consultant
07/2009 – 09/2010	Private	<ul style="list-style-type: none">• Expedition Trip Central & South America
05/2005 – 07/2009	SAP enterprise software manufacturer	<ul style="list-style-type: none">• International Project Manager• Head of Finance & Business Planning• Program Manager
01/2001 – 04/2005	SAP consulting company	<ul style="list-style-type: none">• Senior Consultant CRM• Project Manager CRM• Inhouse Consultant
02/1999 – 12/2000	Exhibition construction company	<ul style="list-style-type: none">• Project Manager intl. exhibition stand construction
03/1992 – 05/1999	Georg-August-University Göttingen	<ul style="list-style-type: none">• Master of Business Administration (Diplom-Kaufmann)

PROJECT HIGHLIGHTS

01/2024 – 12/2024 **VICE PRESIDENT CLINICAL PROCEDURES** (ad interim) – Head of a division with five IT teams for IT support of clinical procedures at the third largest university hospital in Germany

INDUSTRY: Healthcare

COMPANY SIZE: 16,600 employees

TASK: Division management with a focus on

- Development and implementation of structuring and optimization measures in the division following a reorganization.
- Elimination of existing employee fluctuation in the division.
- Reduction and implementation of projects that have been backlogged for many years.
- Preparation and implementation of IT tenders.
- Personnel recruitment and on-boarding.
- Stakeholder management in the direction of clinic and institute management.

RESULT: Employee turnover in the division has been eliminated.

The services of the individual teams have been restructured and also already support the new process and system resilience initiative (hardening of all business processes and systems to defend against external IT attacks).

Several employees have been recruited and successfully integrated.

All of the division's projects have been restructured and business-critical projects in particular have been de-escalated and successfully implemented.

Keywords: Employee management, stakeholder management, restructuring, project management, recruiting, PROLIN, tender process, coaching

10/2022 – 03/2023 **PROJECT MANAGER ITSM** (ad interim) - Leading the tender and implementation of the ITSM solution Matrix42 as well as coaching the transformation of an ERP system

INDUSTRY: Production of daylight elements & composites

COMPANY SIZE: 320 M€, 1,250 employees

TASK: Management of the tender process for the procurement of an IT service management solution and management of its implementation by a service provider.

In addition, business consulting support for a company-internal project for the conversion of customer-specific developments (extensions) within an ERP system Microsoft Business Central.

RESULT: The tender was successfully completed, and the implementation project initiated. The documents created for this purpose for project control and project communication as well as the project procedure were also set by the customer as a standard and template for all future projects.

Keywords: Project management, ITSM, tender process, contract negotiation, Matrix42, coaching, requirements analysis

06/2021 – 07/2022 **BUSINESS PROCESS OWNER ORDER-TO-CASH** (ad interim) – Responsible for the business processes Order-to-Cash (from order creation to delivery and invoicing to receipt of payment) and Service-to-Retention (all service processes, incl. complaint processes) within the scope of a complex business transformation with parallel SAP S/4HANA implementation

INDUSTRY: Manufacturing of installation and building technology

COMPANY SIZE: 1.5 Bn€, 5,000 employees

TASK: As part of a strategic realignment with parallel SAP S/4HANA implementation, the client changed responsibilities within its superstructure organization from a purely functional orientation to end-to-end accountability.

In parallel to this transformation, the previous SAP CRM system was converted to Salesforce and the ERP system was converted from SAP R/3 to SAP S/4HANA.

During these three demanding parallel projects, both the new role of the Order-to-Cash business process owner - which also includes responsibility for Service-to-Retention - was to be pronounced and operationally implemented, and these two core business processes were to be successfully validated and implemented in Salesforce and SAP S/4HANA. This involves process definition, validation, and rollout for / in the three regions EMEA, USA/Canada and India/Australia.

At the end of the mandate, the future permanent job holder as Process Owner Order-to-Cash should also be built up and established.

RESULT: The changeover to end-to-end process responsibility for order-to-cash and service-to-retention within the organizational structure was successfully implemented in the three regions. Around 50 managers at senior director and vice president level were integrated into the new governance model in multilingual training courses and through active role models in operations.

The business processes for order-to-cash and service-to-retention were tested for the regions, adapted, and successfully transferred to the global template for SAP S/4HANA and accepted.

The future order-to-cash business process owner was established within two months and successfully transferred into responsibility.

Keywords: Process, leadership, analysis, SAP S/4HANA, order-to-cash, service-to-retention, transformation, organizational development, intercompany, ERP, CRM, group

01/2020 – 02/2021 **HEAD OF IT-DEMAND** (ad interim) - Establishment of an IT team as an interface between IT and business departments (requirements management, service management, incident management, license management)

INDUSTRY: Manufacturing of furniture and toys, Trade, E-Commerce

COMPANY SIZE: 365 M€, 2.300 employees

TASK: The establishment of an IT demand team was intended to significantly improve the poor reputation and acceptance of IT among the customer's departments.

To this end, requirements management was to be established for the first time, IT communication with the business departments was to be improved, and service management, including the service catalog, and incident management were to be noticeably improved.

Additional, parallel special projects:

- License measurement and extension of Microsoft license agreements (Enterprise Agreement) for the entire family of companies.
- Conversion of all office printers to new print management software.

RESULT: Requirements management: Within three months, an internal IT key account management team for requirements recording, processing, and monitoring was established and productive.

Service management: After six months, the service process and catalog had been improved to such an extent that, among other things, all requests for Corona-related home office equipment could be provided immediately or within days, instead of within weeks as before.

Incident Management: After 11 months, a completely revised and now employee-oriented incident process was put into production.

Special projects: Microsoft Enterprise Agreement including CSP contract and True-Up successfully completed. Print management solution converted, and performance of office printers significantly improved.

All improvements were rated extremely positively by the departments in anonymous surveys.

Keywords: *Leadership, team building, process, analysis, requirements management, incident management, service management, software licensing*

09/2013 – 04/2018 **DIRECTING all sales activities** (with responsibility for results) concerning a Key Account with >120 companies

INDUSTRY: IT, Consulting, Professional Services

COMPANY SIZE: 420 M€, 2.900 employees

TASK: The key account was to be developed from a customer of pure hosting services for its IT systems to a customer of the entire service portfolio. The portfolio included strategic IT consulting, implementation and operation of business systems, delivery of software licenses and infrastructure hardware, managed services, and cloud services.

RESULT: The customer was able to be developed into a top 10 account in terms of contribution margin. In addition, a group framework agreement was concluded for the entire service portfolio.

Keywords: *Key Account Management, leadership, responsibility for results, group, contract negotiation, international*

05/2017 – 08/2017 **HEAD OF THE OFFER TEAM** in the bidding process to take over the operation of three Group data centers.

INDUSTRY: Retail, E-Commerce

COMPANY SIZE: 13,5 Bn€, 53.000 employees

TASK: A European retail market leader has placed a request for tender on the takeover of operations for all three of his existing data centers.

The expected proposal should include the scenarios housing, managed hosting as well as cloud-based operations. Furthermore, the takeover of operations should occur without interruption in operations and with a minimum initial contract period of three years. The tendering process was planned by the customer in the three phases.

RESULT: By superior performance, the tendering team made it to the customer's short list.

Unfortunately, the customer withdrew the tender due to a change in the customer's corporate strategy before the final decision was made.

Keywords: Sales, offer process, leadership, SAP, IT infrastructure

03/2017 – 06/2017 PROJECT MANAGER & CHIEF NEGOTIATOR to deal with the consequences and compensation claims resulting from the failure of a major data center

INDUSTRY: Retail, E-Commerce

COMPANY SIZE: 13,5 Bn€, 53.000 employees

TASK: Examine the consequences of a major data center black-out which shut down up to 70 hosted and managed business systems of a top10 customer for up to several hours. Negotiation of claims for financial compensation.

RESULT: De-escalation, negotiation, and conclusion of a compensation agreement to the satisfaction of all parties. In the process, both the customer was retained, and the original compensation claim was reduced by 85%.

Keywords: De-escalation, contract negotiation, SAP, managed services

01/2016 – 09/2016 PROJECT MANAGER & BUSINESS CONSULTANT for the redevelopment of the B2B Sales Cycle processes during a company transformation

INDUSTRY: IT, Consulting, Professional Services

COMPANY SIZE: 420 M€, 2.900 employees

TASK: Review of the status quo of the complete sales processes through interviews of all employees with points of contact to the B2B Sales Cycle.

Redevelopment of B2B Sales processes based on the consolidated interviews to improve sales performance. In addition, optimization of the end-to-end transparency towards the upstream and downstream organizational units Marketing and Project Implementation / Consulting.

RESULT: Significant improvement in sales performance and first-time availability of sales funnel reporting for management team and C-levels.

Keywords: Process, sales, analysis, marketing, project management, transformation, group

05/2013 – 09/2013 **CHIEF NEGOTIATOR** in the offer, negotiation, and conclusion of a contract for the implementation of a complex SAP system landscape

INDUSTRY: Wholesale

COMPANY SIZE: 12 Bn€, 3.700 employees

TASK: Bidding, negotiation, and conclusion of a project contract to take over an already started project from another implementation service provider. This was to be replaced at the end of the Blueprint phase and the project continued without delay.

RESULT: Within only 4 months, a contract was drawn up, negotiated, and concluded that covered the transition phase and enabled the project to be carried out in an agile manner and yet at a fixed price (€19 million).

Keywords: SAP, offer process, contract negotiation, ERP, leadership, sales

07/2011 – 08/2013 **SALES & MARKETING MANAGER** for the market launch of the cloud solution SAP Business ByDesign (SaaS) by Software Reseller

INDUSTRY: IT, Consulting, Professional Services

COMPANY SIZE: 85 M€, 600 employees

TASK: An IT system house with SAP Gold Partner status wanted to include the new cloud solution SAP Business ByDesign in its service portfolio and position it in the market. For this purpose, routes-to-market had to be developed, and campaigns had to be carried out. From leads, appointments were acquired cold and delivered by sales managers on site as a live system demo with consulting.

RESULT: Successfully generated appointments for a 3-person sales team and closed several long-term subscriptions for the new product.

Keywords: Sales, cold calls, marketing, SAP, cloud

03/2008 – 09/2008 **PROJECT MANAGER** for the establishment and development of two inside sales offices in Barcelona and Prague to serve the EMEA region

INDUSTRY: IT, Consulting, Professional Services

COMPANY SIZE: 15 Bn€, 52.000 employees

TASK: The two locations were to be set up as a pilot project to provide internal sales support for the new Territory Sales organization within the Group in developing the SME market segment in the EMEA region.

RESULT: Both sites were built in budget and time. 80 employees were recruited, trained, and made productive. In addition, the sites were set up, equipped with hardware and the processes integrated into those of the new Territory Sales organization.

Keywords: Project management, site development, inside sales, process, international

07/2005 – 06/2006 **PROJECT MANAGER CRM** for the implementation of an SAP CRM system with focus on marketing in 38 countries on 5 continents

INDUSTRY: IT, Consulting, Professional Services

COMPANY SIZE: 15 Bn€, 52.000 employees

TASK: Implementation of a global CRM system for mapping international direct marketing campaigns. This involved designing and conducting system tests, training employees, and rolling out the system in 38 countries worldwide.

RESULT: The project was delivered successfully - system acceptance was achieved in the first run, 120 super users were trained regionally, and the system was rolled out and taken live worldwide.

Keywords: CRM, project management, rollout, test management, international, SAP, training