Michael Henze

Freelance Senior Consultant (48 years)

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Germany

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Profile summary

I'm a hands-on freelance consultant with over 15 years of experience in directing, executing and managing complex digital web / eCommerce platforms projects for global enterprises. Experienced to manage cross-functional teams during the entire project lifecycle - from the initial idea to final delivery and ultimately maintenance & operations. I support you in taking digital strategies to the next level by changing ways of working in such a way that you can benefit from faster product/project delivery and better quality at lower costs.

- Used to work in large scale projects: > 20 Mio. EUR
- Largest single project volume managed: ~6.0 Mio. EUR
- Line management and career development: 17 people
- Managed developers: > 50 people
- Managed Stakeholders: > 60 people

Main Focus

- Web Platforms / eCommerce
- Customer Experience
- Project turnaround
- Digital Transformation

Roles performed

- Project Manager / Program Manager
- Scrum Master / Agile Coach
- SAFe Practice Consultant (SPC) / Change Manager
- Product Owner
- Interim Manager: Business Director / Account Manager

Offered Services

- Project Delivery
- Program Delivery
- Multi-Project Management
- Project Management Office (PMO)
- Agile Coaching
- Digital Transformation / Change Management
- Product Management
- Test Management
- Maintenance & Operation
- Interim Management
- Workshop facilitation

Skills

- Agile delivery (Scrum, Kanban & SAFe)
- Good agile leadership and strong management skills
- Self-organized and business driven
- Delivery manager with strong focus to meet all requirements
- Above the average adherence to deadlines and budgets
- Specialized to work in challenging projects with fast changing conditions and tight schedules
- Used to manage difficult political and/or cultural challenges
- Quick grasp of project key facts and risks
- Analytical and creative in problem solving
- Able to perform fast and accurate decision-making under time pressure
- Used to manage cross-functional project teams, including team building and career development
- Accustomed to lead and engage people with different professional and/or cultural backgrounds
- Interdisciplinary background due to visual design, UX and PM work experience
- Good presentation and communication skills
- Team player
- "Can do" attitude
- Resilience

Certificates

- Certified Scrum Product Owner (by SCRUM ALLIANCE)
- Certified Scrum Master (by SCRUM ALLIANCE)
- Certified Advanced Scrum Master (by SCRUM ALLIANCE)
- Certified SAFe® 6.0 Practice Consultant (by Scaled Agile Inc.)
- ECMS Imperia Admin

Frameworks, Methodologies & Technical Knowledge

Frameworks:	SAFe, Scrum, PMI/PMBOK, PRINCE2, ITIL
Methodologies:	Agile, Waterfall, SAFe, Scrum, Kanban, Flight Levels, Magic Estimation, WSJF, PERT, Risk-Matrix (ALARP), PMP, WBS, PMO,
	Business Requirement Engineering, Software Architecture, Service-oriented architecture (SOA), DevOps, CI/CD,
	Design Thinking, Personas, Empathy map, Customer Journey, Story map, Proximity map, Atomic Design, Liberating Structures, Serious Play
Technical Knowledge:	HTML, CSS, XML, XHTML, JS, Java, PHP, .NET, JSP, REST, SOAP
Content Management System:	Adobe Experience Manager, Imperia 8.5, Noxum Publishing Studio, Typo3, Contenido, WordPress, Sitecore
eCommerce:	Magento, SAP Hybris
CRM:	Salesforce, Siebel, proprietary systems
E-Mail-Marketing:	Emarsys, Mailingwork, Salesforce
Web Development:	Adobe Dreamweaver, Adobe Flash, Notepad++
Issue Tracking:	HP ALM, HPQC, Jira (incl. BigPicture), CodeBeamer, Mantis, Flyspray, Xray
Collaboration:	Confluence, Active Collab, Basecamp, Sharepoint
Analytics:	Adobe Dynamic Tag Management, Google Analytics, eTracker
Design:	Adobe Photohop, Adobe InDesign, Adobe Illustrator, Adobe Premiere, Zeppelin, Abstract, Invision, Sketch, Axure, Figma, Frontify
Office:	MS Project, MS Excel, MS Word, PowerPoint, Visio, Adobe Acrobat, Blue Ant

Preferred Tech Stack

- Adobe Experience Manager (AEM)
- Google Analytics / Adobe Analytics
- Salesforce
- Adobe Magento
- Adyen
- SAP
- Akamai
- GitHub
- Jenkins
- Selenium
- SonarQube
- Jira
- Confluence
- Slack
- Miro
- Microsoft Teams / Zoom / Skype / WebEx / GoTo Meeting / Google Hangouts
- Zeplin / InVision / Figma

Project Types delivered

- Web platforms / Web applications
- Mobile websites / Mobile applications (native and hybrid)
- eCommerce
- Brand websites (corporate and dealers)
- Microsites/Launch campaigns
- User research / usability labs
- Style Guides
- Content Strategy
- SEO / SEM
- e-learnings
- Intranet

Sectors & Industries

Agency:	Triplesense Reply, Ray Sono AG, People Interactive (now Valtech), Peter Schmidt Group, Bassier, Bergmann & Kindler (now UDG United Digital Group)
Assurance:	Direct Line Versicherung AG
Automotive:	Kia Corporation (HQ/Seoul), Kia Europe, Genesis, BMW AG, Porsche AG, Porsche Importers, VW dealers, Audi dealers, Continental AG
Aviation:	Deutsche Lufthansa AG, Wataniya Airways
Chemical:	BASF SE
Construction:	Schüco International, Wöhner, Wöhr + Bauer, Monier/Braas, Krieger + Schramm
Energy:	Eprimo, VSE AG
Finance:	Börse Stuttgart AG, Commerzbank AG, DZ BANK AG, 1822direkt
Incubator:	CommerzVentures, InnovationLab
Industry:	Linde AG, Michael Weinig AG, Robert Bosch
IT service provider:	Hyundai AutoEver, Lufthansa Systems
Logistics:	DHL Innovation Center
Telecommunications:	Tele Columbus
Trade:	Vorwerk, Lidl, Frankfurter Buchmesse, Landefeld
Other:	Bogner Leather, Eintracht Frankfurt, Porsche Consulting, Mäurer & Wirtz

Education

1. **Academy of Communication Kassel**, Communication (State Certified Communications Specialist)
   June 2001 – June 2003
   - Interdisciplinary Principles
   - Economy and Law
   - Marketing
   - Communication
   - Advertising
   - Direct Marketing
   - Sales Promotion
   - Public Relations
   - Corporate Design

   The Academy of Communication Kassel is a private school for communication, leading to a qualification officially recognised by the authorities of the German state.

2. **University of Kassel**, Business Education (diploma – studies abandoned due to employment)
   October 1995 – April 2001
   - Main subject "Market and Allocation"
   - Minor subject "Politics and Modern History"

Languages

- German – native speaker (C2)
- English – business fluent, written and spoken (C1)
- French – basic knowledge (A1)

Other

- German driving license
- Privat pilot licence - PPL(A)
- Member of *Verband der Gründer und Selbstständigen Deutschland (VGSD) e.V.*
- PMI member

Project Management Institute.

Michael Henze

Member ID: 3020906

Member Since: 5/2014

Member Expiration: 5/2024

Google Mobile Agency Award 2012, 2nd Place
m.basf.com

Client: BASF / Agency: triplesense

SPE Automotive Division Grand Innovation Award
smart forvision

Client: BASF / Agency: triplesense

Jahrbuch der Werbung 2006
www.kassel-tourist.de

Client: kassel tourist GmbH / Agency: pixelconcept

Jahrbuch der Werbung 2004
40 Jahre 911

Client: Porsche AG / Agency: pixelconcept

Jahrbuch der Werbung 2004
 www.derg.de

Client: Deutsche Eisenbahnreklame / Agency: pixelconcept

I**nternetpreis des Deutschen Handwerks 2004**
 www.krieger-schramm.de

Client: Krieger+Schramm GmbH & Co. KG / Agency: pixelconcept

Silberner Ottocar Autovision 2004
40 Jahre 911

Client: Porsche AG / Agency: pixelconcept

Jahrbuch der Werbung 2003
Boxster Unlimited

Client: Porsche AG / Agency: pixelconcept

Career Development and Work Experience in Detail

Kia Corporation (freelance), SAFe Program Consultant / Senior Program Manager, Seoul/Korea
March 2022 – current

Change Initiative: implementing SAFe for Kia HQ (Seoul/Korea)
Agile coaching for an enterprise (Senior Vice President level) based on SAFe and a Flight Level approach. Creating a Sense of Urgency to change. Highlighting the importance of a value stream approach and of a product rather a project mindset. Designing and facilitating workshops for Senior Management. Advising the Senior Vice President of the Global Brand and Customer Experience Division on the establishment of the Dual Operation System. Identification of a first value stream to launch a pilot. Preparation of slide decks as a basis for decision taking by the CEO. Consulting Kia HQ and Kia Europe on a cross-company organizational set-up of the Release Trains.

Program turnaround: implementing of an integrated Costumer Experience Platform (iCXP)
Program management for the largest Kia HQ digital initiative to implement an integrated Customer Experience Platform (including AEM 6.5, Salesforce, Google Marketing Platform, CDP). Fixing of existing issues. Develop the program vision and mission statement. Cross stakeholder management (e.g., Kia HQ, Kia Europe, Deloitte, EY, Adobe, Salesforce). Coaching the teams in agile working methods, including Kanban boards. Creation of a unified customer experience approach for Kia HQ. Introduction and training in modern collaboration tools such as Miro and Slack. Mediation in intercultural divergences.

Project language
English

Keywords
SAFe, SPC, Scaled Agile Framework, SAFe Practice Consultant, SAFe Program Consultant, Management 3.0, Change, new ways of working, Agile Leadership, Trainings, Agile coaching, Executive consulting, Organisational Design, Agile Transition, Dual Operation System, Value Stream, Release Train, Product Manager, Sense of Urgency, Cultural Change, Change Management, Management Reporting, Steering Committee, Stakeholder Management

Program Turnaround, Program Management, Vision Statement, Mission Statement, CRM, eCommerce, Digital Retail, Online Sales, Platform Implementation, Application Development, Data Driven, Customer Experience Map, Customer Experience Journey, Workshop facilitation, Kanban, Miro, Slack, Team Development, Scrum, Vendor Management, Distributed Teams, International, Off-Shore, Multiple teams, Automotive, Kia HQ, Kia Europe

Kia Europe (freelance), Senior Program Manager, Frankfurt am Main
October 2021 – Mai 2022

Program Management: implementing KWCMS v3.0
Program management for the upgrade of Kia Web Content Management System (KWCMS) v1.0 to v3.0 and the implementation of Car Online Sales and a new Kia Car Configurator.
Creation of an alignment program vision and mission statement. Design of an align Customer Experience across departments responsibilities. Planning, conducting and facilitation of requirements workshops (Kia Europe, key markets, various stakeholder, third party providers, e.g. EY)
Introduction and training in modern collaboration tools such as Miro and Slack

PLEASE NOTE: the assignment was handed over to a new program manager before the program was completed, as the Senior Vice President of the Global Brand and Customer Experience Division at Kia HQ asked me to come to Korea to fix delivery issues on a global level (see previous page).

Project language
English

Keywords
Program Management, Strategic planning, Risk assessment, Risk Management, Vendor Management, Program planning, Steering committee, Management report, Vision Statement, Mission Statement, CRM, eCommerce, Digital Retail, Online Sales, Platform Implementation, Application Development, Data Driven, Customer Experience Map, Customer Experience Journey, Workshop facilitation, Development, AEM, Adobe Experience Manager, Jira, Confluence, Product Backlog Refinement, Kanban, Miro, Slack, Figma, Scrum, Distributed Teams, International, Off-Shore, Multiple teams, Automotive, Kia Europe

BMW AG (freelance), Agile Coach, Moarhof Samerberg
25. July & 26. July 2022

Matko Cockpit – Mid-year planning
Workshop preparation and facilitation for the BMW digital team to plan the Matko Cockpit product delivery for the second half of the year.

Objectives
- Team building
- *Prepare Matko Cockpit product delivery roadmap*

Tasks included
- Stakeholder alignment
- Workshop design
- Preparation of the venue
- Managing the workshop agenda (including time keeping)
- Look back and summary of previous workshop (Jan '22)
- Identification of focus topics
- Topic Prioritization
- Teamwork
- Review of team sentiment
- Capturing impressions
- Identification, summary, and documentation of action items

Methodologies
- Ice Breaker
- Brain Stroming
- Story Points
- Magic Estimation
- Hypothesis Statement
- Problem Statement
- How might we...
- Dot Voting
- Parking Lot

Workshop language
German

Keywords
Agile coaching, Scrum Master, product vision, product delivery, project planning, team development, retrospectives, agile transition, Scrum, automotive, B2B

BMW AG (freelance), Agile Coach, Moarhof Samerberg
19. January & 20. January 2022

Matko Cockpit – Product Vision Workshop
Workshop preparation and facilitation for the BMW digital team to develop an alignment Matko Cockpit product vision.

Objectives
- Team building
- Develop a north star vision for the product delivery

Tasks included
- Stakeholder alignment
- Workshop design
- Preparation of the venue
- Managing the workshop agenda (including time keeping)
- Look back and summary of previous workshop (Sep '21)
- Product Vision discourse
- Product Vision Workshop
- Vision and Mission Statement
- Teamwork
- Review of team sentiment
- Capturing impressions
- Identification, summary, and documentation of action items

Methodologies
- Ice Breaker
- Story Telling
- Product Vision Canvas
- Lean Coffee
- Dot Voting
- Parking Lot

Workshop language
German

Keywords
Agile coaching, Scrum Master, product vision, product delivery, project planning, team development, retrospectives, agile transition, Scrum, automotive, B2B

Hyundai AutoEver Europe (freelance), Senior IT Project Manager / Agile Coach, Offenbach
March 2021 – October 2021

Salesforce Customer Experience Platform (CXP)
Turning a business-critical, heavily delayed project into a success: project management and agile coaching for the development and implementation of the Salesforce Customer Experience Platform (CXP) including Salesforce Sales Cloud, Salesforce Service Cloud and Salesforce Marketing Cloud (> 40 developers).

Implementing a high-performance delivery team to ensure that the tight deadline can be kept, while major parts of the application needed to be refactored. Supporting the team to understand and follow agile principles and to adhere to these.

The CXP is the central hub for managing and maintaining Genesis business critical data and hence is the core application in the Genesis IT universe. Genesis is a luxury brand who is preparing his business to enter the UK, German, and Swiss markets in June 2021. Genesis sees itself as a digital brand that aspires to redefine the definition of owning a luxury car.

Project language
English

Keywords
Agile coaching, Scrum Master, Kanban, consultant, strategic planning, risk assessment, risk management, service provider management (Deloitte, cognizant), change management, project planning, team development, steering committee, quality assurance, product backlog refinement, retrospectives, sprint planning, Planning Poker, Magic Estimation, Miro, Slack, Slack administrator, UAT, user acceptance test, test strategy, Jira, Jira administrator, Jira workflow setup, Confluence, Salesforce Sales Cloud, Salesforce Service Cloud, Salesforce Marketing Cloud, SAP, development, Jenkins, SonarQube, GitHub, CI/CD, continuous integration, continuous delivery, continuous deployment, DevOps, service-oriented architecture (SOA), management reporting, agile transition, Scrum, automotive, B2B, B2C, CRM, eCommerce, digital retail, online sales, platform implementation, API, Program Management, application development, data driven, distributed teams, international, off-shore, near-shore, multiple teams, project turnaround, payment gateway, Adyen, call center.

Client
Genesis Motor Europe
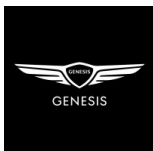
BMW AG (freelance), Agile Coach, Moarhof Samerberg
21. September & 22. September 2021

Matko Cockpit – Retrospective and Planning Workshop
Workshop preparation and facilitation for the BMW digital team to reflect 1,5 years of Matko Cockpit project delivery.

Objectives
- Team building
- Gathering insights to optimize the project delivery
- Identify upcoming activities for 2022

Tasks included
- Stakeholder alignment
- Workshop design
- Preparation of the venue
- Managing the workshop agenda (including time keeping)
- Facilitating the team retrospective (various kind if stakeholders and companies - including management level)
- Review of team sentiment
- Capturing impressions
- Identification, summary, and documentation of action items

Methodologies
- Ice Breaker
- Serious Gaming
- Starfish Retrospective
- Multiple kinds of Canvas
- Impulse lecture
- Dot Voting
- Teamwork
- Parking Lot

Workshop language
German

Keywords
Agile coaching, Scrum Master, change management, project planning, team development, product backlog refinement, retrospectives, requirements engineering, agile transition, Scrum, automotive, B2B

Hyundai AutoEver Europe (freelance), Senior IT Project Manager / Agile Coach, Offenbach
August 2020 – February 2021

Kia Online Sales / Live Showroom
Project management and agile coaching for the development of a new eCommerce channel to sell cars online and to conduct live consulting sessions with sales representatives. Building a high-performance delivery team and ensure delivery and interface integration (e.g., SAP) in time. Requirement gathering and project roll-out across Europe. Supporting the team to do an agile transition and applying agile methodologies accordingly. Teaching best practice of Jira/Confluence.

Project language
English

Keywords
Agile coaching, Scrum Master, Kanban, change management, project planning, team development, risk assessment, quality assurance, product backlog refinement, retrospectives, sprint planning, Planning Poker, Magic Estimation, Miro, Slack, requirements engineering, test, defect management, UAT, user acceptance test, Jira, Confluence, SAP, AEM, Adobe Experience Manager, Zeplin, Abstract, Invision, development, Jenkins, SonarQube, GitHub, DevOps, service-oriented architecture (SOA), management reporting, agile transition, Scrum, automotive, B2B, eCommerce, online sales, platform implementation, API, Product Owner, Requirement engineer, application development, data driven, contract handling, distributed teams, international, off-shore, near-shore.

Client
Kia Europe

Triplesense Reply (freelance), Senior Project Manager / Agile Coach, Frankfurt am Main
October 2019 – July 2020

Procurement Platform
December 2019 – July 2020

Project management and agile coaching for the development of a new procurement platform. Building a high-performance delivery team and ensure frontend delivery and SAP interface integration in time and budget. Conducting User Experience Labs on a regular basis to refine requirements and improve the product. Project-, resource- and cost planning. Risk assessment. Successful participation in the tender. Supporting the contract preparation. Management reporting. Supporting the team in applying agile methodologies and teaching best practice of Jira/Confluence. Setup of QA processes based on Jira plug-in "Xray".

Project language
German

Keywords
Agile coaching, Scrum Master, Kanban, change management, project planning, Planning Poker, Magic Estimation, Miro, Slack, team development, budget controlling, project controlling, estimation, resource management, risk assessment, quality assurance, user validation, product backlog refinement, retrospectives, sprint planning, requirements engineering, defect management, UAT, user acceptance test, Jira, Confluence, Xray, SAP, Angular, Zeplin, Abstract, Invision, development, Jenkins, SonarQube, GitHub, CI/CD, continuous integration, continuous delivery, continuous deployment, DevOps, service-oriented architecture (SOA), management reporting, pitch, agile, automotive, B2B, application, data driven, distributed teams, procurement, API, international, near-shore.

Client
BMW AG

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eCommerce Shop based on Magento Commerce Cloud
November 2019 – December 2019

Successful participation in a tender to setup a new eCommerce Shop for Continental AG based on Magento Commerce Cloud. Project-, resource- and cost planning. Supporting the contract preparation.

Project language
German

Keywords
Scrum Master, project planning, project estimation, resource management, risk assessment, pitch, agile, eCommerce, Magento, Adobe Commerce Cloud, B2C.

Client
Continental AG on behalf of Triplesense Reply

SAP Commerce Cloud / AEM v6.4

October 2019 – February 2020

Delivery lead for all frontend related topics in the VORward project, whose objective is to migrate from CMS Typo3 to AEM v6.4 and from Magento v5.x to SAP Hybris. Project-, resource- and cost planning. Risk assessment. Management reporting. Ensure delivery in time and budget. Supporting the team in applying agile methodologies and teaching best practice of Jira/Confluence. Setup of cross-browser QA processes based on browser stack. Alignment with 3rd party providers/tech vendors.

Project language

English

Keywords

SAP, Hybris, AEM, Adobe Experience Manager, Typo3, CMS, shop, ecommerce, change management, estimation, resource management, risk assessment, quality assurance, retrospectives, sprint planning, requirements engineering, test, defect management, UAT, user acceptance test, cross-browser-testing, browserstack, Jira, Confluence, development, Jenkins, SonarQube, GitHub, CI/CD, continuous integration, continuous delivery, continuous deployment, DevOps, management reporting, agile, B2B.

Client

Vorwerk & Co. KG on behalf of Triplesense Reply

IT Project Management

October 2019 – February 2020

IT Operations for Vorwerk CMS and Shop environments. Implementation of new payment services in the Magento webshops. Ticket management in Jira. Project management for all analytics related topics.

Project language

German / English

Keywords

Requirement management, project controlling, shop, ecommerce, Adyen, SEPA, card services, change management, CMS, Magento, Typo3, Jira, Confluence, analytics, web tracking, Cloudflare, B2B, B2C.

Client

Vorwerk & Co. KG on behalf of Triplesense Reply

Kia Europe (freelance), Senior Program Manager, Frankfurt am Main
May 2018 – September 2019

*I was working for the digital marketing team of Kia Europe in the role of a **Product Owner / Agile Coach** for the **PEAR program** and in the role of a **WLTP Project Manager** on a freelance basis.*

PEAR is a Platform enhancement and architectural refresh project. PEAR covers the upgrade from AEM v6.0 to AEM v6.4, merge of UK websites into the EU Master Template, system design changes/structural refresh, code refactoring, data layer and UI/UX enhancements. This role also includes the technical product ownership for the Kia Car Configurator (KCC).

Objective of the WLTP project is the implementation of real-driving fuel consumption and CO2 emissions from passenger cars on Kia corporate, dealer and press websites.

Tasks included

PEAR

- Program management for multi-market platform upgrade project (upgrade of Corporate, Dealer and Press websites in the European region)
- Optimizing of program ROI
- Product Backlog management
    - Coordinate requirements gathering, analysis, development review, testing and quality assurance for the PEAR program, central and local platform functionalities, tools, and content with suppliers
    - Identifying and describing of product backlog items to build a shared understanding of the problem and solution with the product development team
    - Decision making regarding the priority of product backlog items to deliver maximum outcome with minimum input
    - Determining whether a product backlog item was satisfactorily delivered
    - Ensuring transparency into the upcoming work of the product development team
    - Managing regular Product Backlog Refinements
- Conducting regular Sprint Review meetings
- Conducting regular Sprint Retrospective meetings
- Managing Sprint Planning meetings
- Organize the PEAR Project Management Office (e.g., project templates, workflow setups, project controlling)
- Coaching Scrum methodology
- Consulting on technical and functional requirements, especially for the Kia Car Configurator (KCC)
- Consulting on delivery strategy
- Delivery track alignment across all programs within the Kia digital marketing department
- Risk Assessment
- Quality Assurance and legal compliance
- Coordinate the roll-out of the PEAR program of all European markets including preparation of market trainings

WLTP

- IT project management for the Worldwide Harmonised Light Vehicle Test Procedure (WLTP) project
- Support of WLTP program in the role of KCC Product Owner
- Consulting of Kia digital marketing department from a Kia Car Configurator Back Office (KCC BO) perspective
- Coordinate technical and legal requirements gathering and analysis, development review, testing and quality assurance
- Consulting on technical and functional requirements, especially for KCC Back Office
- Consulting on delivery strategy
- Project Controlling
- Risk Assessment
- Quality Assurance and legal compliance
- Conducting regular Sprint Planning meetings
- Conducting Product Backlog Refinement Meetings (requirement clarification)
- Conducting regular Sprint Review meetings
- Conducting regular Sprint Retrospective meetings
- Ensure customer experience from a Kia Car Configurator Back Office perspective
- Support of WLTP roll-out for all European markets including preparation of market trainings

Achievements

- Successful contract negotiation
- Implementation of a new delivery approach to minimize risk and increase delivery reliability
- Implementation of Scrum inside the organization
- Improved knowledge about working in distributed Scrum teams (Europe/India) and required technical setups
- Optimized/streamlined process to collaborate in Scrum environments across Kia and the service provider

Key Projects

- Platform enhancement and architectural refresh program (PEAR)
    - Upgrade from AEM v6.0 to AEM v6.4
    - Merge of UK websites into the EU Master Template
    - System design changes/structural refresh
    - Code refactoring
    - Data layer and UI/UX enhancements
- WLTP project – implementation of real-driving fuel consumption and CO2 emissions from passenger cars on Kia corporate, dealer and press websites
- Technical product ownership for the Kia Car Configurator (KCC)

Kia Europe (freelance), Senior Program Manager, Frankfurt am Main
January 2016 – May 2018

*Freelance program management in the role of a **Senior Program Manager / Product Owner / Scrum Master** for the digital marketing team of Kia Europe. Among other things, I was responsible for the organization of the project management office (PMO) for the K-WCMS project (roll-out of Kia corporate websites and over 1,000 dealer websites in 20 European markets - Adobe Experience Manager based development).*

Tasks included
- Managing of K-WCMS project management office
    - Support of Kia project managers
    - Consulting of the multi-national Kia project team
    - Support of technical departments
    - Management of program requirements (> 1,500)
    - Selection of appropriate project management methodologies
    - Review and assessment of overall program schedule provided by Kia Motors HQ
    - Management of program deadlines
    - Project Controlling
    - Program risk assessment
    - Jira ticket management
    - Management of Confluence collaboration space
    - Preparation of management reports
    - Reporting to general manager
    - Execution of status meetings
    - Preparation and presenting of program presentations
- Product Owner for Kia Car Configurator v2.0
- Successful implementation of agile product development (Scrum) for 6 out of 20 markets (trail run)
- Main contact for Kia Germany, Kia Poland, Kia Sweden, Kia Belgium/Luxembourg
- Day-to-day communication with the cross-functional and multinational production team (Kia Seoul, Concentrix Seoul, Concentrix Bratislava, Sapient Bengaluru, Sapient Munich, etc.)
- Platform support for current Sitecore CMS

Achievements
- Creating and maintaining of the K-WCMS program schedule
- Improvement of requirement and risk management
- Implementation of Scrum for Kia Car Configurator v2.0 development
- Implementation of Scrum for further enhancements of existing Sitecore platform
- Implementation of standardized file naming conventions and versioning
- Improvement of Adobe Experience Management knowledge

Key Projects
- K-WCMS – re-launch of all European Kia market websites including more than 1.000 dealer websites
- Kia Car Configurator v2.0 – enhancement of existing car configurator

Kia Europe (freelance), Senior Program Manager, Frankfurt am Main
June 2015 – December 2015

*Web platform support in the role of a **Digital Manager** for the digital marketing team of Kia Europe on a freelance basis.*

Tasks included
- Managing of daily operations
- Design of a Maintenance and Operation governance model based on ITIL
- Incident management
- Request fulfilment
- Access management
- IT operations control
- Application management
- Technical management

Achievements
- Successful implementation of an M&O governance model (ITSM)
- Successful implementation of improved Jira issue types and workflows
- Setup of improved KPI dashboards
- Improvements of ticket resolution times

Key Projects
- Kia corporate websites across 20 markets in Europe

MRM // McCann (freelance), Senior Account Manager, Frankfurt am Main
May 2015 – September 2015

*Freelance account management in the role of a **Senior Account Manager** for the digital marketing agency MRM // McCann. Among other things, I was responsible for the development and implementation of a new mobile style guide for Commerzbank and the support of the MRM account managers/directors in new business activities.*

Tasks included

- Program management for various Commerzbank and Lidl projects
    - Analysis of project requirements
    - Preparation of proposals, i.a. for photo shootings and Lidl X-mas event
    - Resource management
    - Forecasting
    - Project controlling
    - Quality assurance
- Ensure 100% project delivery in time, quality, and budget
- Customer advisory
- Close work with the Account Director/Managing Director on building strong customer relationships
- Support of multiple new business activities, i.a.
    - Lidl – event "biggest X-mas tree in the world"
    - Lidl – gaming app for kids
    - Mäurer & Wirtz – website re-launch
    - Bosch – Internet of Things
- Screening of service providers
- Project management support for Lidl social media activities

Achievements

- Successful development and implementation of a new Commerzbank mobile style guide
- Creating and delivery of Commerzbank corporate design style guide v2.0
- Website launch of CommerzVentures
- Implementation of a new booking flow to apply for a Commerzbank credit

Key Clients

- Commerzbank AG
- Lidl Stiftung & Co. KG

Lufthansa

Lufthansa (freelance), Senior Project Manager, Frankfurt am Main
June 2014 – May 2015

*Freelance project management in the role of a **Senior Project Manager / Product Owner** for the Lufthansa digital innovations team (Lufthansa marketing department). Among other things I was responsible to re-launch the Information & Service part of lh.com and to coordinate IT related marketing activities especially for the Lufthansa mobile applications (iOS, Android, Windows Phone). Furthermore, I was responsible to represent Lufthansa marketing in the Lufthansa IT steering committee.*

Tasks included
- Project management for various Lufthansa projects
- Change management of IT related marketing activities, especially for the Lufthansa mobile apps
- Ensure 100% project delivery in time, quality, and budget
- Scoping, planning, budgeting, and steering of multiple Lufthansa projects, including selection of appropriate methodologies, analysis of project requirements, preparation of proposals, contract negotiation, resource management, forecasting, risk management, project controlling and quality assurance
- Close collaboration and alignment with the Marketing, Sales, Product, and IT departments
- Participant in the Lufthansa IT steering committee as representative of the marketing department
- Day-to-day communication with third parties, including offshore development teams
- Technical and business consultancy
- Preparation of management presentations
- Reporting up to B-level
- Teaching best-practice of project management methodologies and implementing agile product development based on Scrum
- Implementation of agile development processes and evaluation whether these are appropriate for the Lufthansa organisation
- Management and steering of a cross-functional scrum team

Achievements
- Successful completion of a preliminary study for the quite complex Information & Service project
- Initiating of a new Lufthansa content strategy (controlled broadcasting of user-relevant contents across all communication channels)
- Implementation of a user experience workgroup for aligning Lufthansa digital strategy activities across all technical departments
- Gaining deeper insights in the aviation industry
- Gaining a deeper insight of workflows, cooperation, and policy in a corporate group

Key Projects
- Information & Service re-launch – renewal of contents and applications in the biggest section of lh.com
- "EASSY" (Enhanced Access to Self-Services for You) project aka Call Avoidance – reduce technical limitations for using self-services paired with the roll-out of an information campaign to reduce call volumes by 673,000 calls respectively generate savings of EUR 2.677 million
- MyStory – development of a new innovative storytelling app
- Mobile Travel Companion (Lufthansa apps / mobile portal) – responsible for all marketing related topics
- Relaunch of inflight entertainment microsite in respect to new LH content strategy

people **interactive**

people interactive (freelance), Senior Account Manager, Cologne/Frankfurt am Main
July 2013 – June 2014

*Freelance project and account management in the role of a **Senior Account Manager** for the digital agency people interactive. I was responsible for various Lufthansa projects, especially for testing the new Lufthansa booking flow.*

Tasks included
- Key account management on Deutsche Lufthansa AG
- Project management for the Lufthansa Systems AG
- Ensure 100% project delivery in time, quality, and budget for more than 14 Lufthansa projects.
- Scoping, planning, budgeting, and steering of more than 14 Lufthansa projects, including selection of appropriate methodologies, analysis of project requirements, preparation of proposals, contract negotiation, resource management, forecasting, risk management, project controlling and quality assurance
- Close collaboration and alignment with the Account Director (client and agency side) on building strong customer relationships
- Day-to-day communication with clients and third parties, including offshore development team
- Customer advisory
- Preparation of presentations
- Reporting up to board level
- Management, planning and steering of cross-functional production teams, including conflict management (up to 9 permanent and 5 temporary employees)
- Implementation of new operational and delivery processes on agency side
- Teaching best-practice of project management methodologies and new project management approaches
- Monitoring of external service providers

Achievements
- Successful negotiation of an important IT project
- Implementation of an optimized cost estimation process
- Successful UAT testing of the new Lufthansa Booking Flow (Germanys largest online shop: more than 1 billion in revenues per year / 1 Mio. changing prices every day)
- Development of B2C booking application for Lufthansa group bookings
- Launching multiple innovation projects (e.g., Door-to-Door-Search)
- Gaining insights in the aviation industry

Key Clients
- Deutsche Lufthansa AG (various departments)
- Lufthansa Systems AG

Triplesense Reply (freelance), Interims Management, Frankfurt am Main
January 2012 – June 2013

*Freelance interim management in the role of a **Business Director** for the digital agency triplesense (now known as Triplesense Reply). I was responsible for business > 3 Mio. EUR, and I did the line management of a team of 17 employees (including career development).*

Tasks included
- Ensure 100% project delivery in time, quality, and budget for all projects in my business unit
- Close collaboration and alignment with the Managing Directors on building strong customer relationships
- Developing of digital marketing and strategy concepts
- Implementation of new workflows and PM frameworks
- Participation of steering committees
- Conduct job interviews and select applicants
- Management, planning and steering of cross-functional production teams (up to 17 employees), including career development, employee assessment, conflict management, team building
- Teaching of best practice around the whole project lifecycle
- Key account management, including responsibility for profit margins
- Day-to-day communication with clients and third parties, including customer advisory and presentations
- Scoping, planning, budgeting, and steering international projects, including selection of appropriate methodologies, analysis of project requirements, preparation of proposals, contract negotiation, resource management, forecasting, risk management, project controlling and quality assurance

Achievements
- Improvement of management and leadership skills
- Unit with the highest gross profit in 2012/2013
- Implementation of new organizational structures and processes to improve agencies efficiency
- Improvement mobile application development skills
- Successful implementation of first Scrum project
- 2012: "Google Mobile Agency Award, 2nd Place" – Project: m.basf.com (Client: BASF / Agency: triplesense)
- 2012: „SPE Automotive Division Award" – Project: smart forvision (Client: BASF / Agency: triplesense)

Key Clients
- DHL – MyWays mobile application
- BASF SE – corporate mobile website
- Monier/Braas – website re-launch
- Landefeld – re-launch of a B2B / B2C online shop (more than 120,000 products)

Triplesense Reply (freelance), Senior Account Manager, Frankfurt am Main
January 2010 – December 2011

*Freelance project and account management in the role of a **Senior Account Manager** for the digital agency triplesense (now known as Triplesense Reply).*

Tasks included

- Key account management, including responsibility for profit margins
- Close collaboration and alignment with the Account Director (of my client on agency side) on building strong customer relationships
- Weekly reporting of the project progress to the Account Director of my client and to the agency customers
- Scoping, planning, budgeting, and steering a 1 Mio. EUR project, including selection of appropriate PM methodologies, analysis of project requirements, preparation of proposals, contract negotiation, resource management, forecasting, risk management, project controlling and quality assurance
- Ensure 100% project delivery in time, quality, and budget in an extremely fast changing project conditions for the largest single project in the company's history
- Day-to-day communication with clients and third parties, including customer advisory and presentations
- Reporting up to board level
- Management, planning and steering of cross-functional production teams (up to 15 employees), including conflict management
- Implementation of new operational and delivery processes on agency side
- Teaching best-practice of project management approaches
- Supervision of different external service providers

Achievements

- Successful account and project managing of the largest project within the agency (online banking application, campaign management application, call center backend GUI, public website including vwd stock exchange information / Budget: approx. 1 Mio. EUR)
- Increase mobile application development skills
- Roll-out of the agencies first Magento shop project
- Launch of the well-reviewed Direct Line iPhone app
- Improvement of agile project management skills

Key Clients

- 1822direkt GmbH (Direct Banking)
- Direct Line Versicherung AG (Direct insurers)
- Vorwerk & Co. KG (Direct Sales)

PETER SCHMIDT GROUP

Peter Schmidt Group GmbH, Digital Senior Project Manager, Frankfurt am Main
October 2008 – December 2009

*In 2008 I became a **Digital (Senior) Project Manager** at Peter Schmidt Group. At this time Peter Schmidt Group had established a new interactive unit and they were looking for experienced employees. Peter Schmidt Group is the lead branding and corporate design agency of BBDO Germany and is one of Germany´s top branding agencies. They design successfully brands for over 40 years. Their high standards are highlighted by approx. 100 national and international awards that they have received since they were founded in 1972. I worked closely with Marco Spies – the Author of the book "Branded Interactions".*

Due to the financial crisis the just recently founded digital unit was not as success as expected and all interactive employees had to be laid off. Finally, I decided to become a freelancer.

Tasks included

- Account management, including responsibility for profit margins across the company
- Close collaboration and alignment with the Account Director on building strong customer relationships
- Day-to-day communication with clients and third parties, including customer advisory
- Scoping, planning, and budgeting new projects, including selection of appropriate PM methodologies
- Management, planning and steering of multiple international web projects, including analysis of project requirements, preparation of proposals, contract negotiation, resource management, forecasting, risk management, project controlling and quality assurance
- Ensure project delivery in time, quality, and budget
- Reporting to management board
- Management, planning and steering of a cross-functional production team (up to 10 employees), including supervision of external service providers
- Facilitation of internal and client facing meetings and presentations
- Customer advisory
- Weekly reporting of the project progress to the Account Director and to client

Achievements

- Successful managing of new business inquiries, including a European tender (proposed project budget > 2 Mio. EUR)
- Implementation of a company-wide new newsletter system, including design concept, editorial concept, technical implementation, and deal shaping
- Contact and coach for the agency internal multi-project management software "blue ant"

Key Clients

- Linde AG – Project Management for the corporate responsibility microsite.
- Ausstellungs- u. Messe GmbH (Frankfurter Buchmesse) – Account Management for the brand website
- Wataniya Airways – Project Management for the check-out process (booking engine).
- DZ BANK AG – Project Management for web specials.

BASSIER, BERGMANN & KINDLER

Bassier, Bergmann & Kindler GmbH, Senior Project Manager, Ludwigsburg (near Stuttgart)
January 2007 – October 2008

*After five successful years at pixelconcept a head-hunter offered me a **Senior Project Management** role at Bassier, Bergmann & Kindler – at this time one of the largest new media agencies in Germany. BB&K was specialized in sales-oriented brand websites and online trainings. Bassier, Bergmann & Kindler was also the lead agency for clients like Porsche, Sal Oppenheim, Haniel and Steigenberger. I decided to change to BB&K to further improve my knowledge as a professional Project Manager.*

Tasks included
- Account management, including responsibility for profit margins
- Close collaboration and alignment with the Account Director on building strong customer relationships
- Day-to-day communication with clients and third parties, including customer advisory
- Scoping, planning, and budgeting new projects, including selection of appropriate PM methodologies
- Management, planning and steering of multiple international web projects, including analysis of project requirements, preparation of proposals, contract negotiation, resource management, forecasting, risk management, project controlling and quality assurance
- Ensure project delivery in time, quality, and budget
- Reporting to management board
- Management, planning and steering of cross-functional production teams (up to 15 employees), including conflict management and supervision of external service providers
- Chairing internal and client facing meetings and presentations
- Customer advisory
- Weekly reporting of project progress to Account Director and to client

Achievements
- Budget responsibility > 0.5 Mio. EUR
- Improvement of agile project management skills
- Website rollouts up to 16 different markets and 9 different languages, including Russian, Japanese, and Chinese
- Planning, designing and management of a new global Porsche dealer website framework, including budgeting, infrastructure design, implementation, roll-out concept, and training courses
- Working on a MS Project Server implementation project as a basis for a new workflow approach (should be applied for the entire agency with three different locations)

Key Clients
- Dr. Ing. h.c. F. Porsche AG – Project management for different marketing campaigns, market launches and web applications like the Porsche web cinema or the Porsche podcast.
- Börse Stuttgart AG – Account Management for the brand website relaunch.
- Michael Weinig AG – Account Management for the brand website and e-learnings.
- Porsche Importers – Account Management for the Porsche Importers Swiss, Netherlands, Belgium, Brazil, and New Zealand.
- Schüco International KG – Project management for a trade fair application.

pixelconcept GmbH, Team Lead, Kassel
January 2006 – December 2006

*In 2006 I was promoted to a **Team Lead**. I was responsible for the delivery team (7 employees) including quality and time management, weekly review meetings, implantation of workflows and team development.*

Tasks included

- Management, planning and steering of a cross-functional production team (7 employees), including employee assessment, conflict management, ongoing coaching, and team development
- Conduct job interviews and select applicants
- Teaching of best-practice examples
- Management, planning and steering of multiple international web projects, including analysis of project requirements, proposals, resource management and quality assurance
- Day-to-day communication with clients and third parties, including customer advisory
- Concept and project management of the internal product development of the "Automanager 2.0" vehicle management (most important product of pixelconept)
- Ensure project delivery in time, quality, and budget
- Reporting to management board
- Facilitating of internal and client facing meetings and presentations
- Conception and design of website and web application projects, including development of marketing concepts

Achievements

- Improvement of team leadership skills
- Implementation of consistent organizational structures and processes
- Managing and steering large online marketing campaigns
- Improvement of application development knowledge

Key Clients

- Porsche Leipzig GmbH – Concept, design, and project management of the website relaunch.
- Automobilgruppe Glinicke – Concept, design, and project management of the Glinicke automotive portal as well as for the 23 automotive dealer websites.
- Dr. Ing. h.c. F. Porsche AG – Project management of multiple projects.

pixelconcept GmbH, Web Designer/Project Manager, Kassel
April 2001 – December 2005

*In 2001 I joined pixelconcept as a **Web Designer**. In 1998 pixelconcept was a start-up company specializing in the development and maintenance of websites and web applications for the automotive industry. I started as a Visual Designer, and I was immediately commissioned with major projects for well-known clients like Porsche AG. At the same time as I started to work at pixelconcept, I also started a training program to become a state certified communications specialist, since I had quit my study and was lacking any degree. This training changed my role from a Visual Designer to a User Experience Designer. Later this role changed again, and I became more and more a Project Manager due to regular client contact. During my time at pixelconcept I worked very closely with the CEO. Due to my entrepreneurial spirit, I was involved very quickly in the company's strategic development and in the implementation of a new development framework.*

Tasks included
- Management, planning and steering of multiple websites and web application projects, including analysis of project requirements, resource management and quality assurance
- Management, planning and steering of a cross-functional production team (5 employees)
- New business, pitches, and proposals
- Customer advisory
- Strategic consultancy
- Conception and designing of websites and web application, including marketing concepts
- Chairing internal and client facing meetings and presentations
- HTML / CSS / Flash / Actionscript development

Achievements
- Successful roll-out of a new project delivery process to create websites in a more efficient way. The new framework decreased the website development by factor 3 and reduced costs by 60%.
- Essential provider of ideas for the successful restructuring of the production team and the business portfolio. As a result, the quality of the agency deliveries increases, and the company has acquired additional brands from the automotive industry.
- Coordination and implementation of a new Porsche corporate design for more than 80 Porsche dealers, including Porsche importers from South America, Asia, and the Baltic States
- Winning various awards like the "Internetpreis des Deutschen Handwerks 2004" presented by the German Minister of Economics
- Roll-out of the company's first Imperia CMS project / Qualifications as an ECMS Imperia Administrator

Key Clients
- Dr. Ing. h.c. F. Porsche AG – Concept, design, and project management of multiple projects, including many international trade fair websites and marketing campaign microsites.
- Porsche Consulting GmbH – Concept, design, and project management, including rebuild of the new training course booking engine.
- Deutsche Eisenbahn Reklame (since 2007 known as Ströer DERG Media GmbH) – Concept of an online reservation tool for one of the leading advertising companies in Europe.
- Kassel Tourist GmbH – Design, concept, and project management for a multilingual tourism portal, including SEO and accessibility strategy.

Kreativbüro ConneX, Freelancer, Kassel

June 1998 – April 2001

I started my business career with founding "Kreativbüro ConneX". Core business were consulting and designing of print campaigns and corporate designs.

Tasks included
- Client acquisition
- Consulting
- Preparation of proposals
- Contract negotiation
- Print design
- Corporate design
- Office Management

Achievements
- Gather experience how to run a business
- Successful roll-out of different print campaigns

Key Clients
- *Local companies*