

# Michael Henze

Principal Consultant (45 years)

Speicherstraße 5  
60327 Frankfurt am Main  
Germany

Mobil: +49 (0)170 / 342 88 55

E-Mail: [mihenze@mihenze.de](mailto:mihenze@mihenze.de)



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## Profile summary

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I'm a highly experienced program manager, digital consultant and agile coach with extensive know-how in directing, executing and managing large-scale B2C and B2B IT projects in internet and mobile environments (inter alia Kia, Lufthansa, Commerzbank, BASF, DHL, Porsche). I'm used to work on any kind of company level (Business Director, Delivery Lead, Program-/Project management).

I'm very well-trained to select and apply appropriate project methodologies and also to adapt and implement these project management frameworks to the needs of digital agencies or companies of any size. I'm skilled to manage multi disciplinary teams during the entire project lifecycle (including line management) - from digital brand strategy, business analysis, user experience design, technical concept, front-/backend development up to quality assurance. I feel comfortable to operate client-side up to senior management level.

I'm a good communicator with a substantial team leadership experience. I identify and resolve potential threats before they may occur. Also, I put a strong focus on finding the right balance of stakeholder-, project/program- and end-user objectives.

I started my career as a visual designer in 1998. Later I worked in the fields of web design and user experience for clients such e.g. as Deutsche Eisenbahn Reklame (now known as Ströer DERG Media), Buhl Data, Porsche AG and Porsche Consulting. In 2002 I also have started to manage such projects. Lastly, I completely specialized on project management when I joined Porsche's lead agency Bassier, Bergmann & Kindler (BB&K) as a Senior Project Manager in 2007. For the next few years, I worked for BB&K (nowadays part of the United Digital Group) and later for the highly distinguished design agency Peter Schmidt Group (part of the BBDO network). Finally, I started to work as an independent consultant on a freelance basis in January 2010. As such I did consult digital projects for corporates like e.g. 1822direct, BASF, BMW, Commerzbank, DHL, Kia Motors, Lufthansa, Vorwerk.

I am looking forward supporting you and your company to take your digital strategies to the next level.

Yours sincerely,  
Michael Henze

## Professional experience

- Interim management in the role of a business unit director – line management for more than 17 people, including career development (3 user experience designers, 3 screen designers, 2 account managers, 8 developers, interns, trainees and freelancers as well)
- Responsible as unit director for a multimillion business
- Largest single project responsibility: ~2.5 Mio. EUR
- Used to work in large scale projects (> 20 Mio. EUR)
- Program management – fully accountable for the delivery of multiple projects and code releases in time, quality and budget; presenting and reporting to the company executive board
- Experience of delivering following project types:
  - Web platforms and web applications (inter alia development of proprietary software for: content management system, automotive management system, newsletter solutions, back office applications (e.g. car configurators), gaming apps)
  - Mobile websites and mobile applications (native and hybrid)
  - Online shops / CRM
  - Brand websites (corporate and dealers)
  - Microsites/Launch campaigns
  - User research / usability labs
  - Content Strategy
  - SEO / SEM
  - e-learnings
  - Intranets
- Participated in strategic business development and pitches
- Well familiar to work closely with customer services and new business teams
- Experience in implementing new operational and delivery processes
- Since 1999: automotive experience (Porsche, VW, Audi and Kia)
- Since 2002: program management experience in internet/mobile environments using a variety of approaches from waterfall to agile (PMI/prince 2 and Scrum).
- Since 2004: experience in line management (up to 17 people)
- Since 2007: financial industry experience (Stuttgart stock exchange, 1822direkt, DZ Bank, Commerzbank)
- Since 2008: airline experience (Wataniya Airways, Lufthansa, I'm also owner of a private pilot license)
- Since 2012: working in Scrum environments (official certified product owner / scrum master since 2017)
- Since 2015: familiar to manage large groups of stakeholders across more than 20 country and markets
- 6 years of studying Business Education (diploma) at the University of Kassel (without a degree)
- 5 years working experience as a web designer within a digital agency environment
- 4 years working experience as a user experience designer within a digital agency environment



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## Education

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1. **Academy of Communication Kassel**, Communication (State Certified Communications Specialist; finale grade: 2,4)

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 the communication industry, 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"

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## Skills

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- Good leadership and strong management skills
- Self-organized and business thinking
- Target driven delivery manager with clear focus to meet client requirements
- Quick grasp of project key facts and risks
- Ability to perform fast and accurate decision-making
- Natural use of creative and analytical skills in problem solving
- Able to manage multi-disciplinary project teams, including team building and career development
- Able to manage and engage people from diverse backgrounds
- Very well-trained delivery PM (in time, quality and budget), specialized of projects with fast changing conditions and tight schedules
- Above the average adherence to schedules and budgets
- Interdisciplinary background due to visual design, concept (UX) and PM working experience
- "Can do" attitude
- Stress resistance
- Good presentation and communication skills
- Agile product management (Scrum)

## Methodologies, software skills & CMS knowledge

PM Frameworks:	Waterfall (PMI/prince 2 oriented) and agile (Scrum/Kanban)
Office:	MS Project, MS Excel, MS Word, PowerPoint, Visio, Adobe Acrobat, Blue Ant
Design:	Adobe Photoshop, Adobe InDesign, Adobe Illustrator, Adobe Premiere, Zeppelin, Abstract, Invision, Sketch, Axure
Web Development:	Adobe Dreamweaver, Adobe Flash
Collaboration:	Confluence, Active Collab, Basecamp, Sharepoint
Content Management System:	Adobe Experience Manager, Imperia 8.5, Noxum Publishing Studio, Typo3, Contenido, WordPress, Sitecore
Issue Tracking:	HP ALM, HPQC, Jira, CodeBeamer, Mantis, Flyspray, Xray
E-Mail-Marketing:	Emarsys, Mailingwork
eCommerce:	Magento, SAP Hybris
CRM:	Siebel, proprietary systems
Analytics:	Adobe Dynamic Tag Management, Google Analytics, eTracker

## Certificates

- Certified Scrum Product Owner (by SCRUM ALLIANCE)
- Certified Scrum Master (by SCRUM ALLIANCE)
- Certified Advanced Scrum Master (by SCRUM ALLIANCE)
- ECMS Imperia Admin

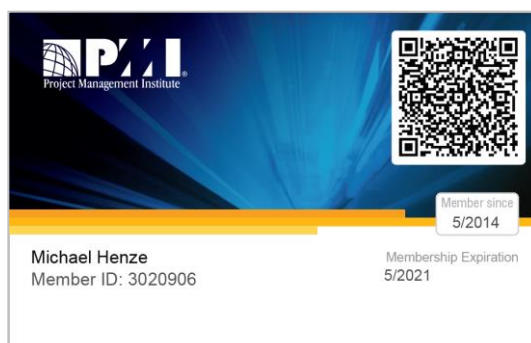


## Languages

- German – mother tongue
- English – business fluent, written and spoken
- French – basic knowledge

## Other

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





**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



**Internetpreis 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



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## Career development and work experience in detail

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

### Procurement Platform

February 2020 – current

*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, team development, budget controlling, project controlling, estimation, resource management, risk assessment, quality assurance, user validation, product backlog refinement, retrospectives, sprint planning, requirements engineering, test, defect management, UAT, user acceptance test, Jira, Confluence, Xray, SAP, Angular, Zeppelin, Abstract, Invision, development, management reporting, pitch, agile, automotive, B2B.

### Client

Confidential

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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 3<sup>rd</sup> party providers/tech vendors.*

Project language: English

**Keywords**

SAP, Hybris, AEM, Adobe Experience Manager, AEM, 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, management reporting, agile, B2B.

**Client**

Vorwerk &amp; Co. KG on behalf of Triplesense Reply

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**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 &amp; Co. KG on behalf of Triplesense Reply



Kia Motors Europe (freelance), Senior Program Manager, Frankfurt am Main

May 2018 – September 2019

*I am was working for the digital marketing team of Kia Motors 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 in order to build a shared understanding of the problem and solution with the product development team
  - Decision making regarding the priority of product backlog items in order 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 Motors 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 Motors Europe. Among other things, I was responsible for the organization of the project management office for the K-WCMS project (roll-out of Kia corporate websites and over 1,500 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 multi-disciplinary 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 Motors 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 Motors 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
- 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 Program Manager**, Frankfurt am Main

May 2015 – September 2015

*Freelance program management in the role of a **Senior Program 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 (freelance), Senior Program 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 multi-disciplinary 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 accounts
- Project management for the Lufthansa Systems AG account
- 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 Indian development team (offshore)
- Customer advisory
- Preparation of presentations
- Reporting up to board level
- Management, planning and steering of the multi-disciplinary 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 Unit Director** for the digital agency triplesense (now known as Triplesense Reply). I was responsible for a multimillion business 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 the multi-disciplinary 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)





**Triplensense 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 triplensense (now known as Triplensense 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 a very 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 the multi-disciplinary 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 GmbH, Digital (Senior) Project Manager**, Frankfurt am Main

October 2008 – December 2009

*In 2008 I was offered a chance to change my permanent employment to a **Digital (Senior) Project Manager** role at Peter Schmidt Group. At this time Peter Schmidt Group had founded a new interactive unit and they were looking for experienced employees to establish this new unit. Since I was very much attracted in the idea of being part of building and establishing a new interactive unit together with Marco Spies, I decided to change my job. At this moment in time Peter Schmidt Group was the lead branding and corporate design agency of BBDO Germany and was one of Germany's top three branding agencies. They had designed successful 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.*

*Due to the financial crisis the just recently founded digital unit wasn't 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 multi-disciplinary production team (up to 10 employees), including supervision of external service providers
- Chairing 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 &amp; 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 the multi-disciplinary production team (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-learning.
- 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 the multi-disciplinary 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 pixelconcept)
- Ensure project delivery in time, quality and budget
- Reporting to management board
- Chairing 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 decided to quit my study and to join pixelconcept as a permanent employed **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 very quickly due to my entrepreneurial spirit and was involved in the company's strategic development as well as in the implementation of a new development framework for a more efficient design of websites.*

### 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 the multi-disciplinary 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 processes to create websites in a more efficient way. This new framework decreased the website development process 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", which was my friend's and **my business**. It was used to finance my study. Business objects 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*