



Peter Grätz



Senior Project Manager,
Independent Management Professional,
Director
Customer Service Operations

"My focus is building up and/or reengineering Customer Service Operations, analyzing and improving service processes; design of Service Solutions, implement Outsourcing Solutions, establish Service Level Management and develop Quality Systems within Service organizations based on ITIL Best Practices."

I am member of
AFSMI International since over 10 Years
Member of StrategieForum e.V.
Member of ITSMF Deutschland e.V.
Founding Member of 'Senior Expert Net'
Founding Member and VP of CRM Institute Deutschland e.V.
Former Board of Directors of TSANet Europe

Personal Details

Gulp- ID	23411
XING	pgraetz
References	http://www.gulp.de/Profil/p_graetz.html (up to 2006; others pls ask)
Name	Grätz
Forename	Peter
Available from:	01.07.2009
Available on-site in %	100
Last change	21 May. 09
Year born	1957
Street	De Dweel 3
City	D-46446 Emmerich am Rhein
Country	Germany
Phone number private	+49 (0)2828 902957
Phone number mobile	+49 (0)172 6764530
Fax	+49 (0)2828 902956
Email	peter@graetz-consulting.de
Website	www.graetz-consulting.de ; www.senior-expert.net
Languages	English; German; both business-fluent
Working location	Worldwide

Once I applied for a particular Job, I was asked if I would be willing to join an assessment. The feedback I got:

Mr. Peter Grätz underwent the psychological measuring procedure Jobfidence® at Institute for applied psychology, Intelligence System Transfer GmbH.

The Testate proves that Peter Grätz in the measuring range **intelligence organization** achieved the highest rank (99 of 99,9). That means that 99% of the comparison persons achieve a lower value. It is to be expected that Peter Grätz is qualified for maximum output with the independent compilation of problem solutions - also on high abstraction level -.

Jobfidence® was developed 1964 in the FRG and is examined in distances from approx. 2 years to validity and reliability for basis by calibration samples >10.000

Dipl. - Psych. George M. Sieber.



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Education	School	Year
School	Secondary School	1973
DAG Technikum Würzburg	Certified Engineer – branch of study: IT	1989
Gabler Institute	Business Administration for Engineers (2 terms)	1990
Virtual Management	Basics of Business Management (CTI) <i>(Interactive managing of an Automotive Company with all aspects (Development, Marketing, Controlling, Human Resource, Distribution, several Countries)</i> Ranking no. 324 of over 12000 participants, including Universities, Business Schools and private participants)	1998
NCC Training centre	ITIL Foundation certified	2007
NCC Training centre	ITIL Service Manager	2007
Industrial Training		
Fa. Gustav Klein	Electronics technician	1975
German Air force - FlaRak 1	Power plant technician	1978
Trainings technical		
	Floppy Disk Management	1981
	Programming Assembler	1982
	Microprocessor technique I & II (Best of Year!)	1984
	Canon Laser printer Service	1988
	Toshiba Computer & Printer Maintenance	1989
	Sun Desktop Maintenance	1990
	Unix (Solaris) System admin I+II	1990
	Script programming	1990
	Lotus 123; Lotus Notes	1991
	MS-Office Products, MS-Projects, MS-Visio	1997
	Visual Basic, Java/Java Script, HTML	1999
Trainings Management		
	Professional - Project Management , MMOS	1990
	Rhetoric & Presentation techniques , Ruhleder Bad Harzburg	1991
	Management techniques Part 1, PWU	1991
	Management Basics 3, Target Managmt., MMOS	1991
	Internal Quality Auditing for ISO9000 Systems, Neville Clarke (certified auditor)	1992
	Project management , Die Academy Bad Harzburg	1992
	Management in a changing environment, MMOS	1993
	AdvantEdge- Program (Weak-points analysis), Alamo Learning System	1993
	Management through personality, Stöger & Partner	1993
	Lead & cooperate, Dr.K.Doppler (Best seminar ever!!)	1994
	Brain centric working, Vera F. Birkenbihl	1994
	To master your life, Vera F. Birkenbihl	1995
	Seeing and using strengths (NLP), Stöger & Partner	1996
	People management, (Krauthammer NL)	1997
	Teambuilding , Krauthammer NL	1997
	Coaching Employees, Moret Ernst & Young	1998
	CaPS Business Management Training (Fokus)	1999
	Project management (Hemsey Fraser)	2001
	Developing Service Level Management , (Management by KPI), FSC	2002
	Teambuilding, (internal FSC seminar)	2003
Self study		
	Kaizen, Gemba Kaizen (TQC, TQM)	2005
	MySQL, MS-Access, PSP	2006
	Process Analysis and Improvement (Marvin S. Seppanen)	2005
	Virtual Basic 6	2005



Prince 2 – Project Management Best practices	2007
ARENA Process Simulation	2008

Skills / Expert Knowledge (technical):

(1) Basics	(3) Many years practical experience
(2) Practical experience	(4) Expert Know-How

Standard working software:

All MS-Office Products, MS-Visio, MS-Project, MindManager,

Programming Languages	Years	Skills
Assembler	4	3
Lotus Notes	1	2
C	1	1
Visual Basic; VBA	2	2
JavaScript, Java	1	1
PGP	1	1

Databases	Years	Skills
Dbase	4	3
MS-Access	1	1
Informix	1	1
SQL	1	1

Network Operating Systems	Years	Skills
Novell	3	2
UNIX (Solaris)	6	2
Linux	1	1
Microsoft Server 2003	2	2
Microsoft Windows NT 4.0	7	2

Desktop Operating Systems	Years	Skills
Microsoft Windows for Workgroups	10	4
Microsoft Windows 95/98,XP/ Vista	17	4
Microsoft Windows XP x64	1	2
Microsoft Windows NT Workstation 4.0	7	2
Unix (Solaris)	6	3

Network protocols	Years	Skills
IPX/SPX	3	1
TCP/IP	3	1

Skills / Expert Knowledge (Management):

(1) Basics	(3) Many years practical experience
(2) Practical experience	(4) Expert Know-How

Management	Years	Skills
Project management	>15	4
Change Management	10	3
SWOT Analyse, Process tuning, Mindmapping	12	4
Coaching, Trainings, Moderation	6	3
Strategy development, Vision- and Missions design	6	3
Marketing, Market analysis within Service & Support; Service Product Design	3	3
Contract design & negotiation (particular in English, also Enterprise & HQ contracts)	6	4



Personal Qualification		Skills
Acting solution centric		4
High social competence		3
Good listening qualities		3
Entrepreneur like thinking and acting		4
Teamwork		3
Motivation & Leadership Qualities		4
Managing crisis situations		3
Customer centric behaviour		4
Self-confident occurrence		3
Communication competency		4

Methods	Years	Skills
6sigma	1	2
Mind management / MindManager	10	4
MS-Projects	7	4
CRM / Scopus	2	3
Balanced Scorecards	2	3
EKS (Engpass konzentrierte Strategie)	1	1
DMAIC	1	4
AdvantEdge	3	2
ADIM	1	2
On-Target (Project management)*	7	4
OIS (Quality Management)*	6	4
Kaizen (Gemba)	2	1
Seven habits of high effective people C.R.Covey	6	4
ITIL	6	3
ARIS	1	1
Prince 2 Projectmanagement	2	2
ARENA Process Simulation	1	1

* self developed (not official published, TM pending)

Competencies	Years	Skills
Implementing Quality Systems (ISO9000, TQM, OIS*)	9	4
Customer Relationship Management (former Vice President of CRM Institute Deutschland e.V.)	10	4
Contracts negotiation and design with global companies (e.g. Call Centre Outsourcing; implementing UC's)	6	4
Employee responsibility up to 160+ employees) Team Management, Balanced Scorecards	24	4
Professional Project management (over 20 successful! Projects; international/global scale)	15	4
Business Process Optimising, Change Management	6	3
Training, Coaching	5	3

Functions fulfilled	Years	Skills
HW Development	1	1
HW Repair	5	4
Administration / Support	3	2
SW-Development management	3	3
Strategy development	2	4
Service product design	3	3
Change Management	10	4
Project management	15	4
Quality Assurance	10	4
System test & repair	6	4



My focus	
Business Process Outsourcing (BPO)	Planning, market research, concept design, project management and management consulting for business process outsourcing tasks
Building up and/or reengineering of Support or Service departments/operations	Building up new service or support operations ; Efficiency enhancements in Call Centres, Helpdesks, 2nd & 3rd Level Support, Onsite Support, Business Critical Centre, Enterprise Support Implementing Service Level Agreements (internal/external) Implementing TSANet contracts & processes From Cost-Centre to Profit-Centre
Service product design	Finding new ideas, market analysis, design and implementing new services & solutions; Define IT Service Catalogue ; Service Product Management
Strategy development within Service & Support	Define Strategy & core competencies; migration of departments; Projecting the change management process Definition of Missions, Visions and Targets. Presentation to customers and management Implement & control of balanced scorecards
Quality system integration	Management Advice, Project Management design of ISO9000 Certification; Implementation of QIS (Quality Index System; KPI Measurements; Employee Training and Coaching Implementing employee bonus systems
Contract design & negotiation	Design of international/global Frame Contracts in cooperation with customer- and legal department, translation of existing documents en/de; proof of concept; Advice of management or direct negotiation with outsourcing parties Implementing of SLA, KPI, Bonus/Penalty Systems with outsourcing Partners Managing outsourcing partners

Companies worked for	Years	No. Employees
Gustav Klein, Elektrogerätebau	4	~300
German Air force, FlaRag Reg.1	4	
Kontron Computers GmbH	5	~500
Compaq Computers GmbH	3	~ 3000
Sun Microsystems GmbH	6	>10.000
BaaN Company B.V., Netherlands	2	~5000
Comet AG	1	~200
Compunet AG	1	~600
Fujitsu Siemens Computers	7	>10.000
AXA Technology Services	1	>5000

Branch	Years	
Electronic, HW Manufacturer	2	
Energy Plant HW Manufacturing & Maintenance	4	
Medicine technique	5	
Software IT	3	
Hardware IT	15	



Projects / Roles - Summary

<p>Summary (last 10 years only)</p>	<p>Offshore SAP Services to India. Develop a virtual shared Support Centre. Define Supplier Contract (OLA/UC); Umbrella Contract; Transfer Work-Packages; Implement Knowledge & Document Management, fallback Plan; BCM Plan; all MS-Project planned.</p> <p>Migrate the Cost-Centre into a Profit Centre. Prince 2 conform project; design of service products; process analysis and modeling (ARENA); Develop Sales Tools, Brochures, Market Analysis & Calculations, Service catalogue. Implement a strategic Service Provider for 9 countries. Design Frame Contract; Assessments & SLA; train & coach Service Managers; design & implement service products; terminate and/or renew existing Service Provider Contracts</p> <p>Development of worldwide standard Service Provider Contract (UC; SLA)(200+ pages), modular build to fit all kind of partner cooperation's in teamwork with all departments & legal advisors. Project management & rollout planning for over 1000 European partners.</p> <p>Setting up „indirect Channel Business“ for Service Solutions; concept design, acquiring, contract negotiation with outsourcing partner. Development & negotiating of a HO Frame Contract (part of Companies joint venture contract).</p> <p>Developing and implementing Enterprise Solution Services (from scratch); Strategy, proof of concept, mission targets, change management, IT Service Catalogue ; Product design, Project management Management advice for Product Related Services Strategy development; Project plan design</p> <p>Setting up Enterprise Services & Solutions Back level Support and Support Tools for Europe; finding partner, contract design & negotiation, implementing business processes, service level agreements</p> <p>Design & Implementation of "High Availability Services"; market research, customer validation assessment, product design and placement, project management (methods: 6sigma, DMAIC)</p> <p>Modernizing and efficiency improvement of the Service & Support Organization. Concept design, change management, management coaching, employee trainings, project management</p> <p>Setting up of 7 regional Call Centers. ITIL Standard. (France, Spain, Netherlands, Germany, South Africa)</p> <div style="text-align: center; background-color: #4F81BD; color: white; padding: 5px; margin: 10px 0;"> <p>Roles I have had (last role first)</p> </div> <p>Senior Project Manager Manager Service Alliance Management Manager Enterprise Services Sen. Project Manager 'HA-Services" Interims Manager „Managed Services“ Manager Support & Services Germany Management Consultant Director Global Support Centre EMEA Manager Support Operations Germany Supervisor „Quality & Test“</p>
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PROJECTS Details

Project-Nr. 11	OFF-Shore SAP Support to India
Title:	Sen. Project Manager & Management Consultant Reports to Head of SAP Technical Services & Head of Project Management
Situation/Target:	Company has decided to off-shore SAP Services to India Target was to build a virtual Support Team with its major functions in India; management and Control in Germany.
Timeframe:	Summer 2008 – Summer 2009
Branch/Company:	AXA Technology Services – NESD Germany
Description:	<ul style="list-style-type: none"> Analyzing & adopting transnational processes; Documentation



	<ul style="list-style-type: none"> • Project plan– MS-Project – including SD&C (internal project control) • Develop underpinning outsourcing contract (Umbrella and Application) • Fallback Plan ; BCM Plan • Transfer Work-Packages; Work-Instructions • Built up Knowledge- and Document Management • Hire Employees & Management in India; Setup Shift-Work • Implement Data-protection / SOX / Security Processes Controls and Requirements • Implement KPIs & Reporting • Implement Trainings and Teambuilding activities
Project-Nr. 10	Outsource Support and implement „strategically Service Provider“ in South-East-Europe
Title:	Sen. Project Manager & Management Consultant Reports to General Manager SEE Region
Situation/Target:	Too many Service Partners, which didn't fulfill the qualification criteria; Too many inactive and non dedicated Partners; didn't want to fulfill requirements for new service products Target is to implement one strategically Service Provider for all 9 countries; reduce complexity of Partner Management establish Service Levels.
Timeframe:	Feb 2007 – Summer 2008
Branch/Company:	Fujitsu Siemens Computers / System One - Vienna
Description:	<ul style="list-style-type: none"> • Analyzing & mapping existing processes (Visio; Arena) • Design master project plan (>300 tasks) – MS-Project • Develop underpinning outsourcing contract • Develop Joint Venture (Holding) contract for 9 countries • Cancel and/or replace existing Service Partner Contracts • Establish 9 Helpdesks in countries; Establish corresponding repair centers • Marketing and Information session for customers & partners • Overall project management
Project- Nr. 9	Set-up „strategically Service Partner Management“ for EMEA (HQ)
Title:	Manager Service Alliance Management, fully employed Reporting to VP Global Support, later to Sen. Director product Related Services
Situation / Target:	Service Partner Management was a local developed function with no clear standards and no central support from HQ. Contracts with outsourcing Partners where locally design and different in many countries. (If at all existing) There was no strategic alliance management; management escalations where not addressed; Frame contracts with strat. Partners varied and where inconsistent. Target was to build a sound Headquarter centric Service Alliance Management.
Branch/Company:	Fujitsu Siemens Computers, Munich (>10.000MA)
Timeframe:	July 2003 – Dec 2006
Description:	<ul style="list-style-type: none"> • Design an agreed strategy for Service Partner Management • Dotted-line responsibility for 26 country Service Partner Manager • Development of worldwide standard Service Partner Contract (200+ pages), modular build to fit all kind of partner cooperation's in teamwork with all departments & legal advisor. Project management & rollout planning for over 1000 European partners (This is a masterpiece, which you will not find again!; I gladly give a demonstration) • Developed standard procedures for implementing Service Partners • How to manage a Service Partner • Developed a tool to make transparent so-called "soft factors", which hardly can be measured. (Ask me for a sample) • Developed a standard Partner Program (Qualified-, Authorized- Certified Service Partner • Implement an international standard Version of a Service Partner Guide • Set-up County Guidance & Support for local Partner Management • Guidance & Support for Global Service Partner Alliances • Organize yearly Symposium for 26 countries



	<ul style="list-style-type: none"> • Enabling Back level Support functions for Service Partners • Enabling the Service Partner to sell companies Services & Solutions • Implementing of Key Performance Indicators (KPI) and Service Level Agreements (SLA) for Service Partner Management; Implementing a Bonus/Penalty System • Account management for strategically partnerships and large accounts • Such as Fujitsu Services Europe, Sun Microsystems, Wincor Nixdorf, SBS, Siemens, Egenera, EDS, StorageTec, UBS and others. • Communications, regular meetings & conferences, moderator for crisis & management escalations, joint strategic planning etc. • Contract design & negotiation of OEMs /VARs; definition of SIP's and DTA's. • Implementing TSANet processes and FSCs readiness for TSANet. (I am at this time Member of the Board of Directors of TSANet Europe) • Design & maintain internal website for Service Partner Alliances • Develop Service Strategy for South Eastern Europe; developed the concept & project plan
Project- Nr. 8	Set-up „Indirect Channel Business“ Enterprise Services
Title:	Manager EPSL Services; fully employed Reporting to Director Global Support
Target:	There was no Back Level Support available for local countries and their local Service Partners for Enterprise Support
Timeframe:	April 2002 – June 2003
Branch/Company:	Fujitsu Siemens Computers, Bad Homburg (>10.000MA)
Description:	<ul style="list-style-type: none"> • Building up centralized Support & Service Solutions for local countries & ind. Channel Partner • Subprojects: • Set-up of Enterprise Partner Support Line (Outsourcing), serving as a Back level Support function • Development of a Global Support Agreement with an outsourcing partner • Design concept and “going forward” summary • Market analysis to find central outsourcing partner. Preparation for business decision making • Design of concept, proof of concept „EPSL“ (Enterprise Partner Support Line) • Contract design & negotiation with delivery partner • Service Solution products definition and design in coop with new partner • Market research and price definition, efficiency study & negotiation with new partner • EPSL Partner Presentation design; Handouts; Product descriptions, Handbook • Change management & process set-up with 26 local countries • Project management for above mentioned two subprojects
Project- Nr. 7	Set-up Enterprise Services
Title:	Manager Enterprise Services; fully employed Reporting to Director Enterprise Services & VP Global Services
Target:	Enterprise Services where not at all developed and all countries used independent developed materials and resources. Target was to implement a standard ‘Enterprise Services Solutions & Support’ department & processes. The Company’s Services organization was build in 1999 out of the joint venture of to large service organizations. Target was to develop the overall Product Related Service & Support Strategy
Timeframe:	Mar 2001 – Mar 2002
Branch/Company:	Fujitsu Siemens Computers, Paderborn/Bad Homburg (>10.000MA)
Description:	<p>1) Setting up the Support & Service Solutions for Enterprise Systems</p> <ul style="list-style-type: none"> • Business Critical Computing (BCC, Data centre) Outsourcing contracts and Customer Support Contracts • Market analysis Enterprise Services • Definition of IT Service Catalogue • Develop the internal organization structure & processes (ITIL conform) <p>• Concept design & Project- planning and management for BCC Services</p>



	<ul style="list-style-type: none"> • Market analysis to compare service solutions of competition with current delivery; develop a proposal for future changes • Pricing comparison, price definition, profitability study • Service Product design; Customer contract design • Developed a controlling tool (VBA) for service management to calculate long-term costs and proficiency & total cost of ownership (TCO) • BCC Presentation, development of marketing material, flyers, brochures, presentations <p>2) Supporting the VP Global Service & Support by developing the overall Service & Support Strategy</p> <ul style="list-style-type: none"> • Servicing as a management consultant • Discussing possibilities with strategy office of company • Overall design of the project plan and rollout plan
Project- Nr. 6	Set-up Service Solution „High Availability Consulting Services‘
Title:	Project Manager 'HA-Consulting Services' Later overall project manager „HA-Services“; freelance Reporting to the Professional Services Director HQ
Target:	Set-up Service Solution „High Availability Consulting Services‘ Find and implement new service products to enhance the consulting service solutions delivered by the Professional Services department After successful first steps, the project was enhance to cover all Services & Support
Timeframe:	July 2000 – Dec. 2000
Branch/Company:	CompuNet AG - IT Infrastructure Services (Cologne)
Description:	<ul style="list-style-type: none"> • A 6sigma Black belt guided this Project & Implementation method was DMAIC. (You can read some of my experience with this on my website) • Concept draft design, Elevator speech, getting buy-in from general management • Project planning, cost & time estimation • I started a market analysis, where we selected a broad range of customer from the company in each region and set-up a questionnaire. Then I had an outsourcing partner phoning these customers to figure out what kind of services these companies would like, what they expect etc. • After that I have done an analysis of the outcome and build a summary for the customer. • The outcome was amazing!! And influenced strongly the overall plans of the general management for the future plans of Service & Support. • I was then asked to take over full responsibility of the overall project going forward. <p>Next was:</p> <ul style="list-style-type: none"> • In dept market Analysis of competition & draft conception; • Set-up a customer roundtable and present solutions • Internal analysis of the organization (where is the knowledge, resources & processes); SWOT analysis. • Set-up of change management, reorg processes. • Organize the knowledge transfer within the organization. (Unbelievable how many real experts where there, but they unwillingly kept all their brains to themselves, because nobody asks for transfer of knowledge) • Development and design of a Marketing concept • Handover of the project to internal Project manager after the company had to let of 400 employees and all external freelancers. <i>(I was one of the last one that had to go. What a pity).</i>
Project- Nr. 5	Interim Manager ‘Director Managed Services‘
Title:	Manager „Managed Services“ for a regional office; freelance Reporting to the General Manager
Situation / Target:	Interim Management of „Managed Services“ until a new Manager could be found internally. (The old manager left the company and toke 20 of his colleagues with him to build an own company, leaving a pretty big mess).
Timeframe:	April 2000 – June 2000



Branch/Company:	CompuNet AG - 'Managed Service' in Hamburg / Germany
Description:	<p>Management consultancy to the General Manager</p> <ul style="list-style-type: none"> • As-Is analysis; define a draft concept. Proof of concept • Building a new management team • SWOT Analysis; definition of roles and responsibilities; • Developed strategy for re-org "Managed Services" and mission's. Giving employee's a new vision. • Coaching the new managers (they were really all supervisors and had little experience in management) • Cross-functional cooperation with other managers with the German organization. Participating in strategy meetings etc. • Developed a trainings plan • Implemented 'best practices' (started but then I left for the other (above) assignment at the same company, after the department run smoothly and one of the new managers showed strong signals of taking on responsibility)
Project- Nr. 4	Interim Management 'Director Service & Support'
Title:	Senior Project Manager/Interims Manager, freelance Reporting to General Manager
Situation / Target:	<p>The Company was a „spin-of“ from Siemens-Nixdorf Computers. It was a department of approx. 300 employees and was bought out by BaaN Company N.V. , where I was Director Global Support.</p> <p>When this spin-off toke place, half of the employees and most of the management left the company. After half a year, the Software Company had some financial problems and sold Q4-IBS to the German General Manager, which built Comet AG.</p> <p>I was known to the German General Management for my skills in building and reorganizing service organizations and had been offered to re-org the Services & Support.</p>
Timeframe:	Feb. 1999 – Mar 2000
Branch/Company:	Q4IBS and Comet AG in Paderborn/Hanover/Duisburg
Description:	<p>There were two departments to be reorganized, modernized. Traditional Support (basically a decentralized Call Centre) and Professional Services (or Consulting Services)</p> <p>We have formed a team of three people, where I was acting as overall responsible for both organizations. The Situations was so that every month the company were losing contracted customers and service delivery where just a basic set of (what I would call) commodities.</p> <ul style="list-style-type: none"> • We made an as-is analysis and a SWOT analysis • Developed a going-forward strategy; draft concept and had proof-of-concept from General Management • I developed a Scalability Analyze, so to see what can be achieved and then projected the changes. • At this time I developed my famous "Spider Diagram" which gives a good overview of things you cannot easy measure. (Ask me for a demonstration) • We designed new Service Offerings (Quick Wins) within Professional Services, which had straight away a big impact on the balance sheet. • We dropped several "free services" and set-up several new service solutions • Changed the service contracts for service partners to earn more money. I arranged a partner meeting where all of them appeared and informed them of these changes. • Remark: • The GM did not want to discuss the new contract with the partners and meant they would bite my head off, but as I was sure before hand, that didn't happen. What I have learned is, that the partners did all know that they got good support and where willing to pay for it. • I redesigned the trainings concept (end user / partner's) and implemented new trainings content • I developed a Consulting-Partner concept, projected it and implemented it
Project- Nr. 3	Managing and reengineering of the Global Support Centre EMEA
Title:	Director Global Support EMEA; fully employed
Situation / Target:	The Company had great success with its Software and was growing like mad. The



	<p>EMEA Support Centers former Director had a heart attack. The largest customer base was Germany; they were looking for a native German Support Centre Manager. The Service organization should have been profitable, but it wasn't. Target was to build a sound efficient & profitable organization, which should be flexible to this growing speed.</p>
Timeframe:	Dec. 1996 – Oct. 1998
Branch/Company:	Software Manufacturer in Netherlands
Description:	<p>Upfront: In only a timeframe of not quite 2 years I build an organization which was running nicely, made a sound 52Mio \$ contribution margin, hired over 130 employees, built 7 remote Support Centers and improved quality dramatically (proven by an implemented QIS system) with a bunch of people that where at the beginning unmotivated, unskilled and the organization shortly before collapse. The management team where to a great part willing, but had not trainings whatsoever and needed a large amount of coaching. The organization was only surviving, because it had 2 times more external consultants (which costs the entire margin the Service made) as own employees. The Service organization was unattractive for the staff and seen as a "flow heater". Nobody stayed longer then 1-2 years. The centralized Support Centre was additionally "feed" by local consultants, which meant to rotate from their local countries to Netherlands on a two weekly basis to support the core team. Shortly. It didn't work!</p> <p>What I have done:</p> <ul style="list-style-type: none"> • Reorganized the organization into 11 departments with clear responsibilities. Implemented Balanced Scorecards, regular joint meetings structure and monthly reporting • Decentralized the central support structure into 7 countries. Hired Country Service Managers and have them build up local language support capabilities • Integrated an Account Management team to handle the massive management escalations coming in. (about 2 a day!!) • Built a 'fly & fix' team with a hand full of experts. • Started regular communication with local General Management. Handled their largest 3 customers myself. Visited them, arranged for a joint meeting. • Prepared and presented the changes going forward at the Customer Meeting (400+ customers where present) • Implemented a centralized customer contracts department and forbidden the local sales to modify the terms & conditions. Set-up fixed discount structure. <i>(well, that saved us a ton of money)</i> • Redesigned the consulting partners' contract and drastically reduced the prices to be paid. Target was to reduce the number of external consultants to a max. of 10%, which was achieved one year later. • Hired and build up an own Human-Resource department working independently for the Support Centre. Target: reduce the fluctuation increase motivation, set up trainings for employees & management • Hired a Quality Supervisor; implemented my own developed Quality Index System (QIS), which measures KPI's and made the whole mess transparent. Set bonuses for improvement and reduced the time a customer had to wait for a call back from average 3 Months <i>(do you believe this!!)</i> to 2 hours. • Implemented successfully ISO9000 Certification • Changed the priority stile which made basically every call a Prio-1 to a more workable solution, which dramatically reduced the management escalations • Made transparent the kind of escalations coming in <i>(what a surprise, nearly 80% where not even in the responsibility of Support!)</i> and addressed them to the responsible owner. • Implemented a new global Call-Management-Systems (previously Scopus now Siebel), which gave us the possibility to have 24-hour support (Follow the Sun) in cooperation with the US and AP Support Centers. (Remark: 24 hour support was requirement from sales, which have been pressing hard for it. But when it was there, they didn't sell one contract! (Does that sound common?))



Project- Nr. 2	Set-up Support Operations Germany
Title:	Manager Support Operations; fully employed
Situation / Target:	Building up and manage Support Operations
Timeframe:	Apr 1990 – Dec 1996
Branch/Company:	SUN Microsystems GmbH in Munich (+10.000 employees worldwide)
Description:	<p><u>Projects I have managed over the period:</u></p> <ul style="list-style-type: none"> • Build up the Call Centre for Germany • Implementing the CMS Software in Germany (own development from US, what a nightmare) • Implementing a CTI (It was probably the first implementation of a voice guided CTI in Germany and I don't want to miss the experience I made concerning, expectations, promises and real live) • Implemented an IT Service Continuity Plan <i>(and regular tested it!)</i> • Build up the Mission Critical Support Centre <p><u>Other Tasks:</u></p> <ul style="list-style-type: none"> • Taking part in the worldwide Answer Centre Management Team • Set-up the Company's Service Partner Management and was responsible for all service partners within Germany. • Reorganization of Customer Service Library • Implementing ISO9000 and being successfully certified • Designed and implemented a so called 'Quality Index System' for which I got the 'employee of the year' award. • Hiring and leading Support staff (25 employees)
HW:	SUN Platforms
SW:	Solaris, Framemaker, Business Objects,
Project- Nr. 1	Building up Quality & System Test Department
Title:	Supervisor Quality & Test, fully employed
Target:	First time new Desktop Systems where delivered to Germany. Company needed an Engineer to set-up System Test and Quality Assurance. <i>(I ended up being responsible for much more than this).</i>
Timeframe:	May 1986 – Sep. 1988
Branch/Firma:	Compaq Computers GmbH, German subsidiary
Description:	<ul style="list-style-type: none"> • Building up a test environment for Systems delivered from the US to Germany • Set-up of regular reporting; Database development with Dbase, Lotus • Support of the Hotline and Sales by technical challenging issues and questions • Diagnosing and finding solutions for difficult technical problems • Escalation Management • Coaching and Training of service partners engineers • Set-up of Spares test & repair • Set-up of company PC network (based on Novell)
References	Can be seen at my profile in German language at the www.gulp.de site Account Number 23411 or please ask.