Jan Klingelhöfer

Senior Consultant Regulatory Transformation & Governance | Data Governance | BCM | Project Delivery

Personal Data

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Date of Birth:	25 June 1970
Nationality:	German
Marital Status:	married



Availability: immediately available for freelance projects

Short Profile

- Consulting and delivery of **regulatory and governance initiatives, with a focus on Data Governance, Data Quality, Business Continuity Management (BCM), and regulatory requirements in the financial services industry**
- Design, establishment and operationalisation of **governance structures, policies, roles, processes and control frameworks**
- Extensive experience in the **banking, financial services and payments industry**, including complex regulatory transformation initiatives
- Senior project management as an integral delivery capability – from concept development and stakeholder management through to sustainable implementation
- Business analysis as well as the design, modelling and optimisation of business and IT processes

Key areas

Data Governance & Data Quality

- Design and implementation of enterprise-wide Data Governance frameworks
- Data Governance and Data Quality policies
- Data Owner, Data Steward and other governance roles
- Business Glossary, Data Catalogue and Data Lineage
- Data Quality processes, controls and KPIs
- BCBS 239 and regulatory requirements for data management

Regulatory Transformation & Business Continuity Management

- Business Continuity Management based on ISO 22301 and BSI Standard 200-4
- Business Impact Analysis, risk assessments and BCM strategies
- Emergency and crisis management as well as IT Service Continuity Management
- BAIT, ZAIT, MaRisk and regulatory requirements in the financial services industry
- Support for licensing and authorisation procedures in the payments sector

Project Management & Delivery

- Senior project management based on PMP/PMI, PRINCE2 and Scrum
- Management and delivery of complex regulatory, IT and transformation initiatives
- Integration of traditional governance and milestone-based approaches with agile delivery
- Recovery and reorientation of critical or stalled projects
- Stakeholder, risk, decision and action management
- Leadership of distributed and interdisciplinary project teams

Business Analysis & Process Management

- Analysis, design and optimisation of business and IT processes
- BPMN, EPK, SIPOC, SOP and Swimlane
- Development of roles and responsibility models
- Preparation of policies, work instructions and implementation concepts
- Facilitation of workshops, management meetings and decision-making processes

Selected Project Achievements

- Design and operationalisation of an enterprise-wide Data Governance framework, including policies, roles, Business Glossary, Data Lineage and an access control concept
- Establishment of a Data Governance and Data Quality framework aligned with BCBS 239 requirements
- Design and implementation of a Business Continuity Management System (BCMS) based on ISO 22301 and BSI Standard 200-4
- Implementation of regulatory requirements in the payments sector, including ZAIT and ZAG licensing
- Design and establishment of an operating model for a new digital payment product
- Recovery, reorientation and successful completion of complex IT and software development projects

Certifications

- Project Management Professional (PMP®) Certification
- ITEMO Professional Scrum Master
- PRINCE2 Foundation Certification
- Six Sigma Yellow Belt Certification
- Foundation Certificate in IT Service Management
- MCSE for Windows NT – 2003 and Exchange 5.5 – 2007

Additional Qualifications

- Holistic Coach training, application of coaching formats and interventions

Industry Experience

- Banking and financial industry
- Energy supply
- Automotive industry and suppliers
- Mechanical engineering
- Trade
- High-tech and electrical industry
- Housing industry

Languages

- German: native speaker
- English: fluent (written and spoken)
- Italian: conversational
- French: basic knowledge

Project experience

Aug/2025 – Aug/2026	**Implementation of company-wide data governance**
Task/Role:	Implementation of company-wide data governance, implementation across business functions, support for data governance roles
Project Duration:	13 months
Sector:	Credit bureau
Location:	Wiesbaden
Brief Description:	Concrete implementation of the roles and processes adopted in the data governance policy, training and support for data owners, implementation of projects to improve input data and prevent sensitive data processing in cloud infrastructures and on client systems. Creation of a data quality management policy, implementation of the business glossary and an access control concept for a data platform.
Technologies:	Confluence, JIRA
Methods:	Project management, business analysis, process management

Jan/2025 – Jul/2025	**Establishment of company-wide data governance**
Task/Role:	Establishment of company-wide data governance, creation and coordination of the data governance policy
Project Duration:	7 months
Sector:	Credit bureau
Location:	Wiesbaden
Brief Description:	Establishment of company-wide data governance for a credit bureau, creation and coordination of a data governance policy with roles and processes, creation of a data lineage, a data catalogue, and a business glossary. Coordination of tooling and facilitation of decision-making. Documented processes and work instructions for the individual sub-areas. Creation of training materials and a milestone plan.
Technologies:	Confluence, JIRA
Methods:	Project management, business analysis, process management

Apr/2024 – Dec/2024 Implementation of a data governance project

Task/Role:	Design and implementation of Data Governance at departmental level, documentation of processes and systems, business analysis.
Project Duration:	9 months
Sector:	Credit bureau
Location:	Wiesbaden
Brief Description:	Development of data governance for a credit bureau, project management, complete documentation of the environment, concept development for ensuring data accuracy and completeness, minimisation of data leakage risk, including a target architecture for a data and analytics platform. Creation of a data lineage and a concept for the segregation of systems, as well as documentation and further development of control processes. Implementation of the concepts in collaboration with the IT department and overall project management.
Technologies:	Confluence, JIRA
Methods:	Project management, business analysis, process management

Jul/2023 – Mar/2024 Design and implementation of a Business Continuity Management System (BCMS) based on ISO 22301:2019 and BSI Standard 200-4.

Task/Role:	Design and implementation of BCM, BCM Coordinator, Business Analyst
Project Duration:	9 months
Sector:	Credit bureau
Location:	Wiesbaden
Brief Description:	Development of a coherent BCM concept, further development and coordination of the existing BCM and ITSCM guidelines. Alignment of emergency management at Group level, redefinition of the emergency organisation for emergency preparedness and response (crisis team). Conducting business impact analyses and BCM risk analyses, and developing BCM strategies and solutions. Creation of all operational documents such as an emergency preparedness concept and an emergency manual.
Technologies:	HiScout, Confluence, JIRA
Methods:	ISO 22301:2019, ISO 22313:2020, BSI Standard 200-4, business analysis, process management

Jan/2023 – Jun/2023	**Customer project manager for the migration from Cisco Call Manager and Jabber to Microsoft Teams**
Task/Role:	IT project manager, service provider management
Project Duration:	6 months
Sector:	Banks/financial service providers
Location:	Vaduz / Liechtenstein
Brief Description:	Project manager on the customer side for the migration from a Cisco Call Manager environment to Microsoft Teams including all surrounding systems such as voice recording, trading, contact centre and switching solutions. Responsible for managing the outsourcing service provider carrying out the migration and for ensuring that the customer provided the necessary resources and fulfilled its obligations.
Technologies:	MS Teams, ASC Voice Recording, Cisco Call Manager, Luware/Samwin, BT Trading
Methods:	Project management, business analysis, process management

Jan/2022 – Sep/2022	**Definition and development of an operating model for a new payment product**
Task/Role:	Process Manager, Project Manager, Business Analyst
Project Duration:	9 months
Sector:	Banks/financial service providers (Extension of the previous contract)
Location:	Frankfurt
Brief Description:	Definition and setup of an operating model for a new payment product (“digitale Girocard”); definition, integration and implementation of the coordinated emergency, support and development processes. Definition and implementation of communication interfaces and escalation processes, negotiation of SLAs and implementation of reporting. Establishment of a 24/7 operations centre incl. design and implementation of a status page.
Technologies:	Online payment systems
Methods:	Project management, business analysis, process management, consulting

Jul/2021 – Dec/2021	**Consulting for the application for a licence as a payment institution pursuant to § 10 of the German Payment Services Supervision Act (Zahlungsdiensteaufsichtsgesetz - ZAG)**
Task/Role:	Consultant
Project Duration:	6 months
Sector:	Banks/financial service providers (Extension of the previous contract)
Location:	Frankfurt
Brief Description:	Consulting on the implementation of the ZAIT requirements issued by BaFin and on the application for a licence as a payment institution. Preparation of the necessary documents such as IT strategy, IT governance and IDV guideline. Initial registration of all IDVs in the company. Scheduling, preparation and facilitation of project meetings, including documentation.
Technologies:	Online payment systems
Methods:	Consulting, project management

Feb/2021 – Jun/2021	**Project management for brand transition and migration as part of the merger of financial products**
Task/Role:	Project Manager
Project Duration:	5 months
Sector:	Banks and financial service providers
Location:	Frankfurt
Brief Description:	Project management for the brand transition and migration as part of the merger of three online payment schemes. Scheduling, preparation and facilitation of project meetings, including documentation.
Technologies:	Online payment systems
Methods:	Project management

Jan/2020 – Feb/2021	**Process and Project Manager for the development of a data governance framework**
Task/Role:	Process Manager, Project Manager, Business Analyst
Project Duration:	14 months
Sector:	Banks and financial service providers
Location:	Nuremberg
Brief Description:	Establishment of a data governance framework including the creation of a data quality management policy and revision of the data governance guideline with the involvement of all relevant areas within the bank. Review of the guideline for consistency with the regulatory requirements of BCBS 239, the group-level data quality management policy and the bank's data strategy. Modelling and description of the data quality rule management process consisting of four sub-processes, coordination with the affected areas and approval of the guideline and the process by the responsible bodies. Project management via JIRA and documentation in Confluence, creation of an operationalisation roadmap. Coaching and mentoring of the client's employees.
Technologies:	JIRA, Confluence, Talend, DInteLa, KORDOBA, DAP, Collibra (DGC), Data Quality Tool (DQT) ADQ, eCA, SAS, SAP
Methods:	Business analysis, process management, project management

Jul/2019 – Dec/2019	**Application for a licence pursuant to section 10 of the Zahlungsdiensteaufsichtsgesetz (ZAG) for a payment product. Intranet development based on Confluence, Request for Proposal for IT Services**
Task/Role:	Project Manager
Project Duration:	6 months
Sector:	Banks/financial service providers (Extension of the previous contract)
Location:	Frankfurt
Brief Description:	Subproject management for IT in the context of the application for a "ZAG licence". Examination and provision of necessary and relevant documents. Drafting and revising documents after identifying gaps. Creation, adaptation and documentation of necessary processes. Project management for the development of an information platform/intranet based on Atlassian Confluence. Creation of a workspace and authorisation concept, coordination with the responsible areas and oversight of the implementation by the IT department. Definition of work packages, implementation control, reporting. Preparation of a Request for Proposal (RFP) for all office IT, including cloud, workplace, LAN and telephony services, as well as call centre and user support.
Technologies:	JIRA, Confluence, Enterprise Architect
Methods:	Project management, process management, business analysis

Jul/2018 – Jun/2019	**IT project management, contract negotiation, business process outsourcing, planning and project management for the relocation of the company, redesign of internal IT solutions**
Task/Role:	IT Project Manager
Project Duration:	12 months
Sector:	Banks/financial service providers (Extension of the previous contract)
Location:	Frankfurt
Brief Description:	Training new employees and handing over the previously developed shop system plug-ins to operations. Development of processes and standards for the maintenance and further development of the plug-in software. Renegotiation and conclusion of the service and project contract with the development partner. Takeover of an internal SharePoint implementation, requirements gathering and development of a strategy to replace SharePoint and build an intranet. Support in outsourcing HR department processes, analysis of requirements and comparison of alternatives, business process outsourcing. Planning and project management for the relocation of the company into a new office building. Detailed planning of the move, the network infrastructure and the building modifications together with the IT service providers and the architecture firm. Planning, execution and implementation of change management measures. Organisation and execution of necessary workshops with the employees. Overall control of all necessary activities and processes associated with the move. Development of a strategy to replace the heterogeneous internal IT platforms. Process development and process management.
Technologies:	MS Project, MS SharePoint, JIRA, Confluence, e-commerce and shop systems
Methods:	Project management based on PMI and Scrum, negotiation techniques, process management, business analysis

Dec/2017 – Jun/2018	**Project management for the development and implementation of shop system plug-ins in the area of e-commerce**
Task/Role:	IT Project Manager - Software Development
Project Duration:	7 months
Sector:	Banks and financial service providers
Location:	Frankfurt
Brief Description:	Takeover and implementation of a delayed software development project for programming shop system plug-ins for a payment method in e-commerce. Reorientation of the project with the introduction of agile and traditional project management methods. Development and implementation of a test concept, execution of a pilot and implementation of marketing measures. Responsible product owner for the software products and the download portal. Development and implementation of support and maintenance processes. Training of internal employees and external service providers. Preparation of a market analysis in the area of e-commerce and shop systems.
Technologies:	MS Project, JIRA, PHP, e-commerce and shop systems, plug-ins
Methods:	Project management based on PMI and Scrum

Jul/2017 – Oct/2017	**Development and launch of a new web-based sales workstation**
Task/Role:	IT Project Manager
Project Duration:	4 months
Sector:	Automotive industry
Location:	Cologne
Brief Description:	IT project management for the development and introduction of a new sales workstation in an international project. Creation of the milestone-based overall project plan and linking with the agile software development using Scrum via the release plan. Building a bridge between the traditional and agile project management methods. Planning and implementation of the communication structure among the parties involved, especially between business, local IT and the software development company in Perugia/Italy. Requirements management via business analysis documentation and product backlog. Design and planning of the rollout of the sales workstation. Setup of the necessary tools, as well as tracking of impediments and tasks in the Microsoft Team Foundation Server.
Technologies:	MS Project, MS Team Foundation Server, MS Visio, MS Office
Methods:	Project management based on PMI and Scrum, combining traditional and agile methodologies.

Jan/2016 – Jun/2017	**Development and introduction of the purchasing process including contract and order databases. Development of a solution for a BCM emergency site, contract negotiations with service providers. Implementation of a migration project, commissioning of the BCM emergency site, coordination of BCM activities. Optimisation of operational processes, introduction of an IT change process, planning of an emergency exercise, preparation of an IT protection needs assessment.**
Task/Role:	Project, Process and Test Manager, Solution Architect, BCM Coordinator, Business Analyst
Project Duration:	18 months
Sector:	Banks and financial service providers
Location:	Frankfurt
Brief Description:	Development, description and introduction of a purchasing process using SIPOC, SOP, Swimlane as well as RACI matrices and checklists for a payment service provider. Development and enhancement of a contract and order database. Automation of processing and documentation of imported JSON files (REST API). Development of a solution for a BCM emergency site including implementation planning and concept development. Coordination of requirements and solution with internal departments and the IT department of the service provider. Preparation and coordination of the contractual basis with final contract negotiations. Negotiation of a BCM contract annex to the service contract with another service provider. Creation of process descriptions for emergencies. Independent implementation of a firewall migration project with initiation, planning and execution of the project including monitoring and reporting to management. Technical and organisational implementation of the previously planned BCM emergency site. Definition of processes for emergency management and for commissioning the emergency site, including the planning and execution of tests. Planning and coordination of the customer's BCM activities. Preparation of an emergency manual including necessary pandemic plans and communication of information to the participating institutes. Optimisation of business processes, introduction of new roles, development of an operations dashboard. Handling of possible incident cases through the consistent use of suitable tools. Definition of an IT change process, development of the necessary documents. Preparation of an IT protection needs assessment. Implementation of the previously developed BCM measures and transfer of processes and documentation to the internal emergency representative. Planning of an emergency exercise and preparation of the emergency manual for business continuity, communication and recovery.
Technologies:	Network and firewall environments, JSON file processing, REST API, EBICS systems. JIRA, OTRS, KIBANA, ICINGA, ELK Stack. MS Office, MS Project, MS Visio.
Methods:	Process documentation (SIPOC, swimlanes, SOPs and checklists), project management based on PMI and Scrum, BCM, business analysis.

Sep/2015 – Jan/2016	**Introduction of a project management methodology in two ongoing projects and delivery of the projects**
Task/Role:	Project Manager
Project Duration:	5 months
Sector:	Banks and financial service providers
Location:	Eschborn
Brief Description:	Implementation of project management methods in two ongoing business projects for the introduction of financial products to the market, independent delivery of the projects on schedule, within budget and in accordance with the required functionality. Project restructuring, new and further development of tools for project and sub-project management, as well as optimisation of cost control. Stakeholder management, monitoring and reporting as well as the facilitation of workshops and weekly meetings were also part of the tasks.
Technologies:	JIRA, MS Project, MS Office
Methods:	Project management for the introduction of financial products
Team Size:	4 Sub-project leaders
Project Budget:	€1.5m

Jun/2015 – Aug/2015 **Migration of a Connected Car Solution**

Task/Role:	Project Manager
Project Duration:	3 months
Sector:	Automotive industry
Location:	Ingolstadt
Brief Description:	In the context of the switchover project, the Connected Car environment of the car manufacturer was migrated from the managed solution of the previous IT service provider to the newly built cloud solution of the new service provider. The project scope included the complete, multi-level migration of the environments to the new platform. The preparatory activities included the development of the migration strategy, the development of a project organisation, the planning of migration scenarios, the preparation of a project plan and migration concept as well as the detailed planning of the various switchover dates in the form of detailed scripts with corresponding team and room planning. In addition, the project included the preparation and execution of a risk workshop, the creation of a risk log, the management of risks and the definition of test cases within the migration activities. Due to the postponement of the go-live date by the end customer, the activities were planned from the perspective of the service provider and partly coordinated with the end customer (migration strategy and project organisation). Furthermore, I led a three-person monitoring team responsible for implementing an AppDynamics solution in the Connected Car Centre.
Technologies:	Connected Car solution with approx. 60 applications, AppDynamics Monitoring solution
Methods:	Project management based on PMI, team leadership
Team Size:	8 Consultants
Project Budget:	€1.2m

Feb/2014 – Oct/2014 **Presales project: WebCenter Solution**

Task/Role:	Lead Solution Architect
Project Duration:	9 months
Sector:	Automotive industry
Location:	Ingolstadt
Brief Description:	Leading a team of Solution Architects to design and plan a WebCenter Cloud solution. The solution combined traditional IT, public and private cloud components in a so-called hybrid cloud. Presentation of the solution to the customer and discussion of details and implementation on site. Coordination of the solution with the subsequent delivery teams. Handling of the necessary internal approval processes.
Technologies:	Complete WebCenter with approx. 2,000 systems
Methods:	Project management based on PMI, team leadership, outsourcing
Team Size:	5 Solution Architects
Total Contract Value:	€30m

Oct/2013 – Jan/2014 **Presales project: Network Solution**

Task/Role:	Lead Solution Architect
Project Duration:	4 months
Sector:	High-tech and electrical industry
Location:	Oberkochen
Brief Description:	Leading a team of Solution Architects to design and plan a network solution with approximately 45,000 ports, WLAN services, WAN accelerators and PDN firewalls. Presentation of the solution to the customer and coordination of the solution with the subsequent delivery teams. Handling of the necessary internal approval processes.
Technologies:	Worldwide Network Solution with approx. 45,000 ports, WLAN, WAN Accelerators, PDN Firewalls.
Methods:	Project management based on PMI, team leadership, outsourcing
Team Size:	2 Solution Architects
Total Contract Value:	€15m

Jun/2013 – Oct/2013 **Presales project: SAP Solution**

Task/Role:	Lead Solution Architect
Project Duration:	5 months
Sector:	Banks and financial service providers
Location:	Frankfurt
Brief Description:	Leading a team of Solution Architects. Design and calculation of an SAP solution, presentation of the solution to the customer and coordination of the solution with the subsequent delivery teams. The basis for the SAP environment was a private cloud solution in the customer's data centre. Handling of the necessary internal approval processes.
Technologies:	SAP Solution with approx. 2,000 systems
Methods:	Project management based on PMI, team leadership, outsourcing
Team Size:	3 Solution Architects
Total Contract Value:	€25m

Jan/2013 – Jun/2013 **Presales project: Migration to a Cloud Solution**

Task/Role:	Lead Solution Architect
Project Duration:	6 months
Sector:	High-tech and electrical industry
Location:	Frankfurt/Paris
Brief Description:	Leading a team of consultants to plan and cost the migration of a French branch of a German customer to the existing cloud solution. Design and calculation of the solution, presentation at the customer's site in Paris. Planning and creation of a project plan for the implementation of the solution and the migration to the new platform.
Technologies:	Network, Windows Infrastructure, MS Exchange, MS Lync, MS SharePoint, Applications
Methods:	Project management based on PMI, team leadership, outsourcing
Team Size:	4 Consultants (Remote)
Total Contract Value:	€500k

Dec/2010 – Nov/2012 **Avaya AURA IP Telephony (VoIP) Solution with WLAN Phones**

Task/Role:	Project Manager
Project Duration:	24 months
Sector:	Machinery and equipment manufacturing
Location:	Schwäbisch Hall
Brief Description:	Implementation of an Avaya AURA communication platform with 600 desktop and 600 WLAN phones. Reconstruction of the network infrastructure and performance of a network assessment for the WLAN infrastructure. Training of selected users. The project was suspended in July following the discontinuation of a WLAN phone model by the manufacturer. The project resumed in December 2011. Several escalations due to technical problems with the telephone system. An internal change in strategy led to the transfer of the customer to a service provider specialising in this technology.
Technologies:	Avaya AURA Communication Manager
Methods:	Project management based on PMI
Team Size:	3 Technical Consultants and 2 subcontracting companies
Project Budget:	€600k

Aug/2012 – Nov/2012 **Development of a Unified Communications Strategy**

Task/Role:	Project Manager
Project Duration:	4 months
Sector:	Automotive industry
Location:	Munich
Brief Description:	Review and assessment of analyses on future developments in the UC environment. Implementation of a requirements and technology analysis and development of a vision "Future Collaborative Working".
Technologies:	Microsoft Lync, Avaya AURA, Cisco Unified Communications Manager
Methods:	Project management based on PMI
Team Size:	2 Solution Architects
Project Budget:	€44k

Jun/2012 – Oct/2012

Support and Consulting for a Microsoft Lync Migration Project

Task/Role:	Project Manager
Project Duration:	5 months
Sector:	Automotive industry
Location:	Munich
Brief Description:	Support and consulting for a Lync migration project. Preparation and review of the migration strategy, project plans and communication templates. Conducting training courses.
Technologies:	Microsoft Lync
Methods:	Project management based on PMI
Team Size:	1 Technical Consultant and 1 subcontracting company
Project Budget:	€63k

Apr/2012 – Oct/2012

IPv6 Strategy Project

Task/Role:	Project Manager
Project Duration:	7 months
Sector:	Automotive industry
Location:	Hannover/Würzburg
Brief Description:	Development of a comprehensive IPv6 strategy for the customer consisting of 10 work packages.
Technologies:	IP Version 6
Methods:	Project management based on PMI
Team Size:	4 Solution Architects
Project Budget:	€180k

Jun/2008 – May/2012

Cisco IP Telephony (VoIP) Solution for 6,000 Users

Task/Role:	Project Manager
Project Duration:	48 months
Sector:	Energy supply
Location:	Stuttgart
Brief Description:	Implementation of a Cisco Unified Communications Manager solution for 6,000 users nationwide. Telephone rollout in approx. 25 locations. Takeover of the project with a degree of completion of approx. 80%, implementation and completion of the project.
Technologies:	Cisco Unified Communications Manager
Methods:	Project management based on PMI
Team Size:	3 Technical Consultants and 1 subcontracting company
Project Budget:	€3m

Dec/2011 – Apr/2012 **Microsoft Lync Implementation**

Task/Role:	Project Manager
Project Duration:	5 months
Sector:	Machinery and equipment manufacturing
Location:	Schwäbisch Hall
Brief Description:	Implementation of a Microsoft Lync infrastructure for approx. 1,200 users. Integration into the previously implemented Avaya AURA communication platform. Training of selected users.
Technologies:	Microsoft Lync and Avaya AURA Communication Manager
Methods:	Project management based on PMI
Team Size:	2 Technical Consultants
Project Budget:	€50k

Aug/2010 – Dec/2011 **Cisco Unified Communications Solution**

Task/Role:	Project Manager
Project Duration:	17 months
Location:	Stuttgart
Sector:	Energy supply
Brief Description:	Implementation of a Cisco Unified Communications solution with WebEx, Cisco Unified MeetingPlace, Cisco Presence and Cisco Mobility components for 4,000 users. Encrypted web and video conferencing for 500 users.
Technologies:	Cisco Unified Communications Solution, WebEx, Cisco Unified MeetingPlace
Methods:	Project management based on PMI
Team Size:	3 Technical Consultants and 2 subcontracting companies
Project Budget:	€1.2m

Jun/2009 – May/2011 **Europe-wide Cisco IP Telephony (VoIP) and WAN Acceleration Solution**

Task/Role:	Project Manager
Project Duration:	24 months
Sector:	Pharmaceutical wholesale
Location:	Stuttgart
Brief Description:	Implementation of a Cisco Unified Communications Manager solution for 9,500 IP phones across Europe within the scope of an outsourcing project. Rollout of Riverbed WAN accelerators. The implementation was stopped after the rollout of two locations due to internal customer disagreements and was resumed by a colleague in May 2012 with a revised scope.
Technologies:	Cisco Unified Communications Manager
Methods:	Project management based on PMI
Team Size:	5 Technical Consultants and 1 subcontracting company
Project Budget:	€6.5m

Nov/2009 – Jun/2010	**Avaya AURA IP Telephony (VoIP) Solution**
Task/Role:	Project Manager
Project Duration:	8 months
Sector:	Housing industry
Location:	Oberhausen
Brief Description:	Implementation of an Avaya AURA communication platform with 350 telephones, distributed across a central site and approximately 30 remote locations. Reconstruction of the complete network infrastructure, including a firewall solution, and training of selected users.
Technologies:	Avaya AURA Communication Manager
Methods:	Project management based on PMI
Team Size:	3 Technical Consultants and 2 subcontracting companies
Project Budget:	€400k

Nov/2008 – Jun/2009	**Cisco IP Telephony (VoIP) and Call Centre Solution**
Task/Role:	Project Manager
Project Duration:	8 months
Sector:	Automotive industry
Location:	Wolfsburg
Brief Description:	Implementation of a Cisco Unified Communications Manager VoIP solution including rollout of approx. 1,000 telephones and an executive/assistant solution from Conet (ProSecCo). Development of a call centre solution for approx. 50 call centre agents, softphone-based. Training of selected users, secretaries and call centre agents.
Technologies:	Cisco Unified Communications Manager
Methods:	Project management based on PMI
Team Size:	5 Technical Consultants and 2 subcontracting companies
Project Budget:	€600k

Professional Experience before November 2008

Nov/2005 – Nov/2008 **Solution Architect, HP Deutschland GmbH, Bad Homburg**

- Solution Architect for messaging, infrastructure and SAP projects
- Design and presentation of solutions, preparation of offers and cost calculations
- Microsoft Exchange, Lotus Notes and SAP (HP SAP Factory) including the necessary infrastructure

May/2004 – Oct/2005 **Presales Consultant, Triaton GmbH, Frankfurt**

- Presales Consultant for messaging projects and bid development at Triaton GmbH. Transferred to the relevant HP solution teams following HP's acquisition of Triaton in January 2005 and continued as a Solution Architect, specialising in infrastructure services and messaging.
- Design and presentation of solutions, preparation of offers and cost calculations
- Microsoft Exchange, Lotus Notes and Novell GroupWise including the necessary infrastructure

Sep/2001 – Apr/2004 **Technical Consultant, EDS Deutschland GmbH, Rüsselsheim**

- Subproject management and implementation of Exchange 2000 migrations. Integration of customer environments into existing standards for operation, administration and reporting of Exchange 2000 systems
- Implementation of Microsoft Exchange migration projects
- Integration of existing environments into the operating teams, further development of operating and reporting standards

Sep/1999 – Aug/2001 **System Engineer, HiServ/Triaton GmbH, Frankfurt**

- Implementation of the system management and automation processes for the entire e-mail environment in Frankfurt
- Integration of e-mail systems into NetIQ AppManager monitoring
- Planning and project management in the context of integration

Nov/1998 – Aug/1999 **System Engineer, HiServ GmbH, Milan/Italy**

- Secondment to Milan, Italy, to establish an operations centre for e-mail systems
- Integration of an IBM Tivoli solution for system monitoring. Training of employees, knowledge transfer
- Subproject management for individual projects in the context of integration

Oct/1996 – Oct/1998 **System Engineer, HiServ GmbH, Frankfurt**

- Support for global e-mail systems, project work, third-level support for local administrators in the international environment at HiServ GmbH
- Operation of a global e-mail backbone and support for migrations, spin-offs and address exchange with external systems
- Implementation of projects and subproject management

Apr/1995 – Sep/1996 **Network Administrator, Hoechst AG, Frankfurt**

- Network administration, support of local e-mail systems, mobile communication at Hoechst AG
- Operation and administration of Novell NetWare and Microsoft Mail systems
- Implementation of first Remote Mail solutions

Apr/1994 – Mar/1995	**Basic military service**
Sep/1991 – Feb/1994	C**ompleted an IHK-certified apprenticeship as a Mathematical-Technical Assistant at Hoechst AG, Frankfurt.**
Sep/1988 – Jun/1991	**Vocational upper secondary school specialising in business and economics in Dillenburg; obtained the general university entrance qualification.**