

## Arnd Baur

### Project experience:

Since January 2013

***Interim Manager, Consultant*** (self-employed)

#### *Projects:*

2019

Advisor

*Private Equity Company (GER)*

- On behalf of a global private equity company Due Diligence for a major German Media company
- Review of target's system strategy as well as definition and quantification of efficiency improvement levers.

2019

Advisor

*Private Equity Company (ESP, FRA, LUX)*

- On behalf of a major private equity company Due Diligence and carve-out planning for a major French bank and a Spanish financial asset management and transaction platform
- Definition of target IT landscape strategy, investment planning, migration approach, synergies estimation and TSA drafting.

2018

Advisor

*Private Equity Company (NZL)*

- On behalf of a major private equity company IT Due Diligence of a Pacific Insurance company
- Focus on the review of target's approach to modernize its application landscape and the approach to build a digital insurance platform.

2018

Advisor

*European Tour Operator (UK GER, SWE)*

- Senior advisor role
- Development of Post Merger IT strategy
- Support of IT collaboration across group companies
- Investment planning, IT roadmap definition, set up of workplans.

2016-2017

Consultant

*Global manufacturer of health care products (GER)*

- Review of existing processes for Transition Management, Change Management, and Service Level Management
- Gap analysis and review of stakeholder requirements
- Definition of target processes based on ITIL framework

2015-2016

Interim Project Manager

*Global manufacturer of components for the elevator industry (AUT, SVK)*

- Turnaround of an ERP implementation project (INFOR-LN) after two failed approaches (on behalf of the private equity shareholder)
- Restructuring of the project setup

		<ul style="list-style-type: none"> <li>□ Alignment of the project scope</li> <li>□ Coordination of 65 internal and external project team members</li> <li>□ Stakeholder management (plant managers, project team members, user groups, CIO, top managers on corporate level)</li> <li>□ Securing of the planned Go-Live date (achieved)</li> </ul>
2014 Program Manager	<i>Global manufacturer of telecommunication hardware, software/ services (GER)</i>	<ul style="list-style-type: none"> <li>□ Management of the IT cost cutting work stream on behalf of the CFO during company restructuring phase</li> <li>□ Identification, definition and implementation of short and medium term cost cutting initiatives, including contract renegotiations, application consolidation, headcount reductions, project portfolio review, adaption of service levels, transfer of defined tasks into a nearshore shared services center etc.</li> <li>□ Scope: IT spend of 88m€ reduced by 20m€ within one year (recurring)</li> <li>□ Support of post-merger integration of the IT department with a multinational IT services provider.</li> </ul>
2013 Interim Head of Department	<i>Global IT Services Provider (GER); Member of board division)</i>	<ul style="list-style-type: none"> <li>□ Re-scoping of the CIO Advisory services portfolio in Germany</li> <li>□ Leading a team of 11 CIO consultants</li> <li>□ Sales support, project acquisition</li> <li>□ Recruiting of IT management consultants</li> <li>□ Internal positioning of the consulting team</li> </ul>
2013 Project Manager	<i>Energy supplier (GER)</i>	<ul style="list-style-type: none"> <li>□ Lead of a tender of SAP IS-U and SAP core outsourcing services</li> <li>□ Identification and briefing of potential outsourcing vendors (Longlist)</li> <li>□ Intensive stakeholder management</li> <li>□ Preparation and adjustment of both RfP / Lol documents and evaluation scheme</li> <li>□ Realization and moderation of the provider selection</li> <li>□ Hand-over to internal project manager for implementation</li> </ul>

Director  
2006-2012

***AlixPartners (GER)***

Consultant with focus on restructuring, corporate recovery and turnaround, performance improvement, Interim Management, execution of IT assessments and IT due diligences

*Projects:*

Interim CIO /  
Head of IT  
2012

***Mainova AG  
Energy supplier of  
Frankfurt/GER (Board  
member)***

- Leading 180 internal and 100 external IT staff
- IT budget of 40m€
- Restructuring of the IT department on behalf of the top management board
- Realization of IT savings of 10m€ annually
- Implementation of IT governance structure
- SAP IS-U project coordination
- Re-scoping of the IT services portfolio including elimination of external IT services
- Consolidation of the IT provider portfolio
- Support of selection of permanent CIO and hand-over

Work stream leader  
2011-2012

***IT Services Provider  
(GER, GBR, ITA)***

- Pan-European post-merger integration of 4 IT services companies
- Day 1 preparation including common reporting system and controlling reports
- IT landscape migration planning
- Identification of G&A cost reduction levers worth 13m€

Work stream leader  
2010

***Aircraft manufacturer  
(FRA)***

- Implementation of the IT cost cutting work stream as part of the corporate efficiency improvement program
- IT outsourcing contracts review and identification of potential savings
- Definition of IT cost cutting levers such as strict demand management, increase of offshoring services, implementation of IT efficiency improvement measures
- Identification and implementation support of recurring IT savings worth 23m€

Project Manager 2009	<i>International Manufacturer of packaging material (GER, USA)</i>	<ul style="list-style-type: none"> <li>□ Review of existing IT strategy, IT organization and IT project portfolio</li> <li>□ Draft of a new IT strategy based on SAP R/3 including estimation of investment need and timeframe</li> <li>□ Definition of the international IT organization</li> <li>□ Identification and hand-off to new permanent CIO</li> </ul>
Project Manager 2009	<i>International car manufacturer (GER, SUI, GBR, SWE)</i>	<ul style="list-style-type: none"> <li>□ Definition of the IT Carve-out approach</li> <li>□ Kick-off of the pan-European IT Carve-out projects and setup of project controlling</li> <li>□ Support of the IT Due Diligence process</li> </ul>
Consultant 2008	<i>Online Payment Provider (GER)</i>	<ul style="list-style-type: none"> <li>□ Restructuring of an European E-Payment Provider (Online payments)</li> <li>□ Definition and implementation of powerful controlling reports</li> <li>□ Evaluation and selections of an Eastern European outsourcing provider for call center operations (nearshoring)</li> <li>□ Management of RfP and RfQ process</li> <li>□ Day-to-day coaching of the CTO</li> <li>□ Identification of Call Center cost cutting options</li> </ul>
Consultant 2007	<i>Retail (GER)</i>	<ul style="list-style-type: none"> <li>□ Evaluation of options for working capital reductions</li> <li>□ Transparency regarding actual inventories on shop floor level and their external warehouses</li> <li>□ Development and implementation of a framework for inventory reductions for aged goods worth 30m€ without loss of revenues</li> </ul>
Project manager 2007	<i>Cable network operator (GER)</i>	<ul style="list-style-type: none"> <li>□ Development of the IT outsourcing strategy</li> <li>□ Management of the RfP process and pre-selection of potential vendors</li> <li>□ Support of IT contract negotiations</li> <li>□ Support of transition of User Help Desk process and server Administration services</li> </ul>

Consultant 2006	<i>TV station (GER)</i>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review of existing IT contracts</li> <li><input type="checkbox"/> Benchmarking of existing spend for IT outsourcing</li> <li><input type="checkbox"/> Identification of potential alternatives for incumbent outsourcing vendors</li> <li><input type="checkbox"/> Management of RfP and RfQ process, pre-selection of vendors</li> </ul>
Co-founder, MD 2002-2006	<b><i>KBMB Dr. Kösel + Baur Management-beratung GmbH &amp; Co. KG (GER)</i></b>	Restructuring consulting, IT consulting, Interim Management
<i>Projects:</i>		
Interim Manager Business Development 2005	IT services provider (GER)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Definition of new potential business areas outside existing IT service portfolio</li> <li><input type="checkbox"/> Preparation for new business (reorganization requirements, preparation of sales documents and internal service descriptions)</li> <li><input type="checkbox"/> Identification of potential M&amp;A targets</li> </ul>
Interim CIO, Head of IT 2004	<b><i>KÖGEL Fahrzeugwerke AG (Vehicle manufacturer, GER)</i></b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Management of IT department (17 staff)</li> <li><input type="checkbox"/> Restructuring of the department and re-design of key processes between departments and IT</li> <li><input type="checkbox"/> Stabilization of troubled ERP project (PSIPENTA)</li> <li><input type="checkbox"/> Re-definition of IT strategy</li> <li><input type="checkbox"/> Selection of CRM solution</li> <li><input type="checkbox"/> Reduction of IT personal costs by 20%, reduction of IT operating costs by 15%; significant saving of software maintenance costs</li> <li><input type="checkbox"/> Reduction of inventories by 30%</li> </ul>
Project manager 2003-2004	<b><i>Grundig AG</i></b> Consumer electronics (GER)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Preparation carve-out of IT department after insolvency of conglomerate</li> <li><input type="checkbox"/> Negotiations with insolvency administrator</li> <li><input type="checkbox"/> Preparation of business plan and integrated finance plan</li> <li><input type="checkbox"/> Definition and implementation of cost cutting initiatives</li> <li><input type="checkbox"/> Conception of new business strategy after carve-out</li> <li><input type="checkbox"/> Analysis of market and competition for medium sized IT service providers</li> </ul>

Member of the board, COO, Head of IT 2000-2002	<b>eCircle AG</b> <b>E-Mail Marketing Ser- vices provider / soft- ware company</b> (GER)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Chief Operating Officer and Head of IT</li> <li><input type="checkbox"/> Set up of separate business unit for the development of software for the support of communities of practice / knowledge management</li> <li><input type="checkbox"/> Head of IT for the entire company (20 internal experts for system administration, front end design and software development)</li> </ul>
Associate Partner, 1996-2000	<b>Roland Berger</b> <b>Strategy Consultants</b> (GER)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consulting regarding IT strategy, e-commerce, restructuring and business transformation on top management level</li> <li><input type="checkbox"/> Lead of IT consulting practice</li> <li><input type="checkbox"/> Business Development</li> <li><input type="checkbox"/> Responsibility for 11 Top Management-consultants and a sales target of 5 Mio. DM/2.5m€ p.a.</li> </ul>
<i>Projects (sample):</i>		
Project manager 2000	Post-merger integration of two major energy provider conglomerates (GER)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Co-ordination of IT post-merger projects</li> <li><input type="checkbox"/> Multi project management / program management</li> <li><input type="checkbox"/> Lead of project audits</li> <li><input type="checkbox"/> Stakeholder management (CIOs, Heads of IT service subsidiaries, corporate top managers)</li> </ul>
Project manager 1997	International Electron- ics conglomerate (GER)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Definition of the market entry strategy regarding ECR services (ECR = Efficient Consumer Response, a collaboration approach for the fast moving consumer goods industry including logistics (Supply Chain Management) and marketing (Category Management))</li> <li><input type="checkbox"/> Conduct of market analysis, definition of business plan, business development, sales support</li> </ul>
Work stream leader 1996-1997	International „ECR Eu- rope“ working group (GER, F, GB, NL, E, B, CH)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Lead of the international working group for EDI and master data alignment</li> <li><input type="checkbox"/> Co-ordination, moderation and stakeholder management of the international participants from leading fast moving consumer goods and retail companies.</li> </ul>

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Senior Consultant 1993-1996	<b>KPMG Management Consulting (today BearingPoint) (GER)</b>	□ SAP-Consultant
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*Projects (sample):*

Consultant 1994-1996	Frankfurter Hypothek- enbank / Eurohypo (GER)	<input type="checkbox"/> Implementation of SAP industry solution IS-IS "Darwin" <input type="checkbox"/> Process optimization <input type="checkbox"/> Requirements engineering <input type="checkbox"/> Programming of client change requests based on SAP ABAP/4
Developer, Consultant 1993-1994	Joint venture project IS- IS "Darwin" of SAP and KPMG	<input type="checkbox"/> Team member, programmer <input type="checkbox"/> Development of SAP's industry solution IS-IS "Darwin"

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**Publications:**

2018	„IT-Turnaround – Managementleitfaden zur Restrukturierung der IT, 2. Auflage“ (Hanser Fachbuch)
2016	„Restrukturierung der IT in Krisensituationen“ ( <a href="#">CIO-Handbuch Band IV – Strategien für die digitale Transformation, Symposion Verlag</a> )
2014	„Was der CIO in der Krise tun muss“ ( <a href="#">Interview</a> mit Christiane Pütter, <i>CIO-Magazin</i> )
2014	Brauchen wir Turnaround-CIOs? ( <a href="#">Beitrag</a> zum <i>Capgemini IT-Trends Blog</i> )
2014	„IT-Turnaround – Managementleitfaden zur Restrukturierung der IT“ ( <a href="#">Hanser Fachbuch</a> )
2004	„IT-Restrukturierung als Hebel für die nachhaltige Sanierung von mittelständischen Unternehmen“ ( <i>HMD - Praxis der Wirtschaftsinformatik, Nr. 240 - IT im Mittelstand</i> ).