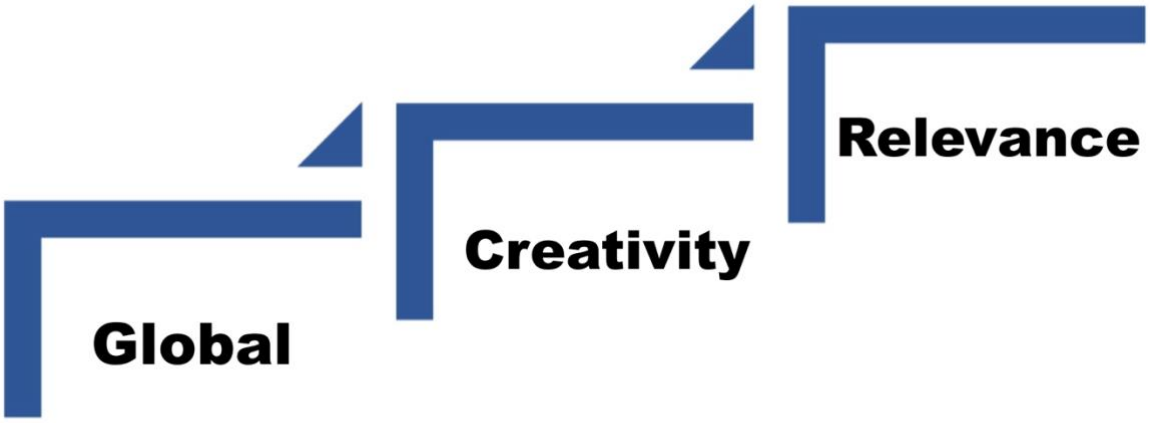


Institute for Global Digital Creativity and Relevance - IGDCR

White Paper:
The goal is
Digital Transformation

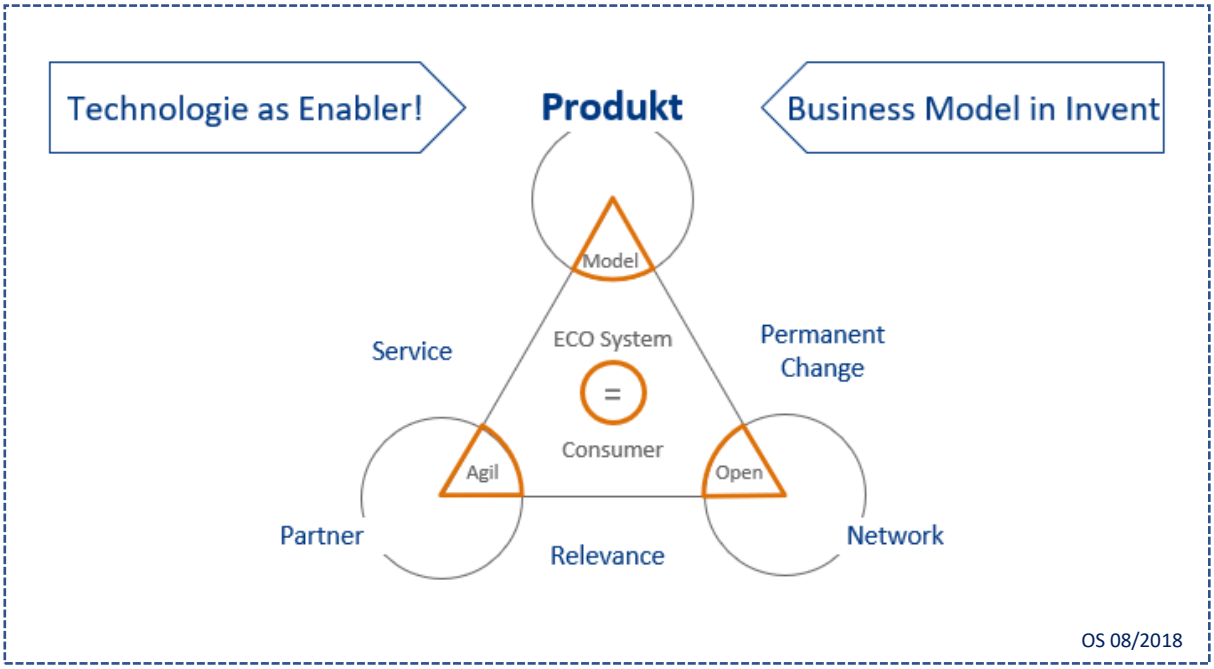
From process optimization to the perfect business model

IGDCR - White Paper

Content

1. Introduction

Exponential technological digitization is changing our lives – a little more every day. For the time being, there is our urge for constantly available information or promotions on social networks: Thanks to the Internet, different portals and cloud offers, this is now possible at any time and almost everywhere. Or if we look at the new models of the "shared economy" – shared living space, shared parking, shared vehicle – there is already a lot going on here. Even customized products or services are now available.



We are currently in a permanent transition in our personal, but also entrepreneurial and productive actions. Customers, products or services are now subject to a new speed of action, from which transformation scenarios for society, companies and individuals must be created or implemented.

Engineering and production, especially in mechanical engineering, have long been regarded as economic drivers for locations such as Germany. Under the term Industry 4.0 as a common denominator, a kind of brand was envisaged, which was to be established on the world market. Realistically, this rank is being overrun or put in jeopardy, partly because one felt too safe and the outside world and thus especially the exponential technological progress was not taken into account and it was more pleasant to record familiar behavior in production halls, companies and universities, profits have also to been made...

Industry 5.x, however, must sharpen the view of the future and for global economic success as a global player. This leads directly to the Internet of Things (IoT), a world where everything and everyone is interconnected, roles and rules are shifted or need to be redefined. Digitalization works in every industry, nothing and no one is left at the door – provided you keep it open and open to new things.

The upcoming transformation scenarios are driven by 4 main dimensions:

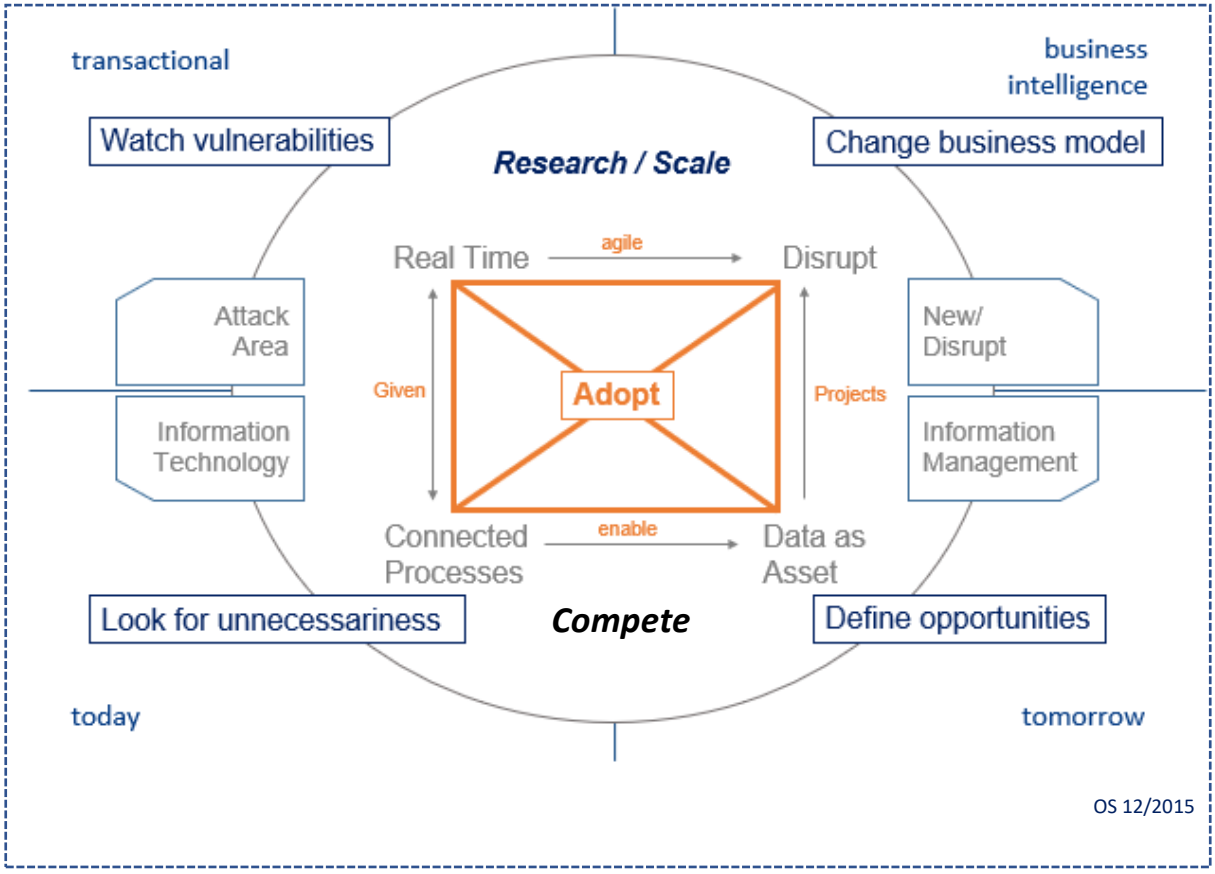
End-to-end perspective
The "smart" solutions and offerings go beyond process and value chains, well-known company sizes and even customer requirements. The term mass production gets a new, multi-layered sound, because individual production up to lot size 1 becomes feasible. We have finally come to the point: the customer is the focus, and the product is part of an end-to-end value chain.

"Smart and intelligent" is therefore nothing less than a transformation that will turn our world upside down and thus change today's business world. In this world, devices and machines talk to each other, connected objects go through their production autonomously, organize themselves on demand and ultimately support us human beings to be more productive, more efficient, cheaper and faster. In doing so, man becomes the driving force, who in case of doubt still has to take corrective action.

Complexity
Complex, but still more productive, more efficient, cheaper and faster. This is made possible by unprecedented process changes through the use of new technologies such as machine learning, artificial intelligence or blockchain. In pilot projects, some companies are already testing what is possible and what makes sense: such as the early provision of information, the necessary interventions and repairs in good time and make smart services a reality. Or how to further increase productivity in manufacturing, how to optimally integrate customers, manufacturers and suppliers into the value chains, to name just a few examples.

However, face-lifting of existing IT architectures and processes is not enough for these profound innovations and transformations. First, tailor-made and innovative IT applications with fully integrated, comprehensive standard solutions are needed to shape the transition phase. After that, it is important to really reinvent the wheel in order to be able to implement all the new business models with their drastic changes and thus achieve a decisive competitive advantage.

Terms such as real-time interfaces for real-time systems such as SAP SE and cloud solutions will have a different meaning compared to the currently primarily classical IT landscapes. Requirements for the monitoring of processes, systems and data as well as their compliance capability also have to be adapted and elaborated to these new realities. This brings hybrid architectures in collaboration with hyper-scalers to become increasingly important.



Dynamics

We are therefore inevitably forced to rethink and dare to do something new. Away from existing, long-appreciated processes and solutions to the next step in industrial evolution: the *"Evolustry"*, the "Evolution of Industry", and the resulting new business models. We must not forget, however, that such changes will not always happen with direct agreement, and that there is also a need to discuss or even negotiate positions, different points of view and paths, even lively and sometimes controversial.

Because not everything that is technically possible is automatically actually feasible and also socially desirable – either because projects may already exist, discussions on the business case are not re-opened despite need, or regulatory or social norms are (yet) not ready for these changes.

Simplicity

So what are the next concrete steps? In order for companies to become "future-proof", existing applications and standard components need to be rapidly improved, new solutions developed, service offerings expanded and dialogue with users strengthened. Only then will we get the applications and IT architectures that are stable and flexible enough to meet all of these new business requirements. The way companies will offer products, services or maintenance models in the future will play a crucial role here.

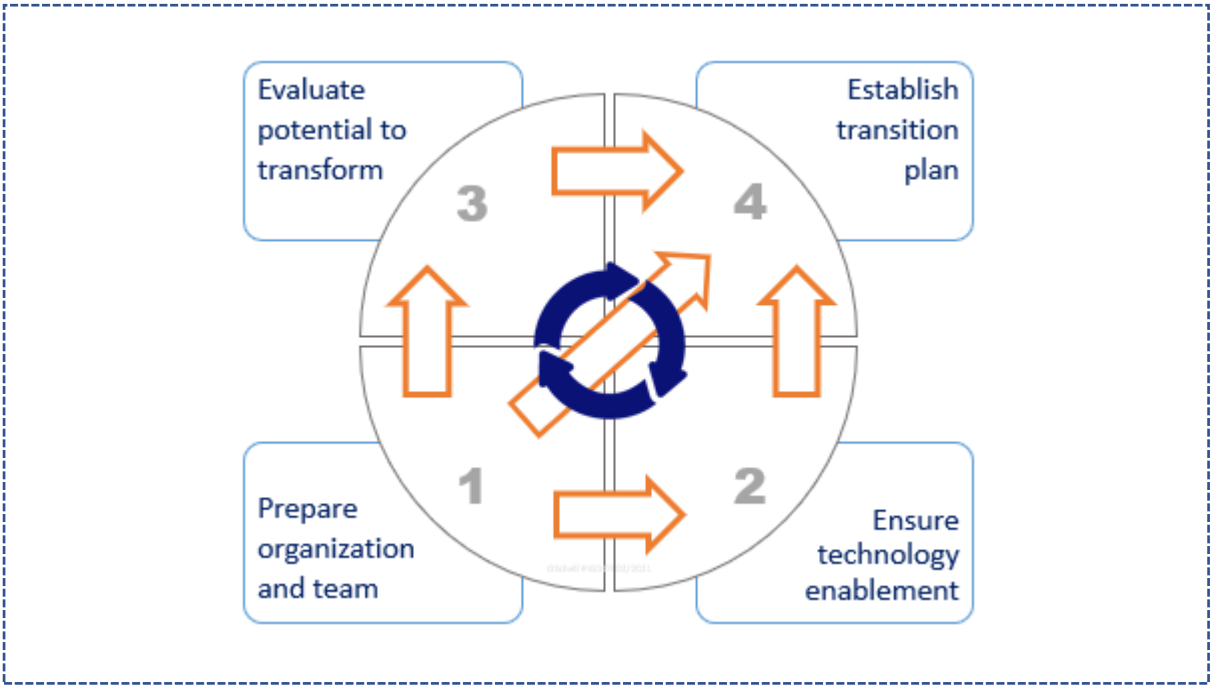
In addition, it is important not to lose sight of overarching topics such as interoperability (standards for data exchange), compliance or IT security for securing the completely software-controlled process chains.

However, it is also absolutely sensible and we must not lose sight of people and society, but to prepare them specifically for the new challenges – which also means giving space to the topics of education and training and, if necessary, rethinking existing labour market structures.

2. Tackling change

Change must begin with the understanding that it is no longer a matter of thinking and proceeding step by step. Above all, it means allowing one another to think about new automated processes and thus change in consolidated processes - structures not only horizontally in optimization, but also vertically with confidence in networks and overarching communication and decision-making structures.

Change in the network means a first "release" into a no longer seemingly self-directed environment, which nevertheless expects more standardization. This requires collaborative work in the network and requires confidence in commitments and realistic scenarios in cooperation with the expanded eco-system.



Especially in times when networks are given more responsibilities, a different way of thinking about processes and models is more than overdue, always taking into account the respective technical and organizational maturity of one's own organization. Clear and robust coordination between the parties and partners must be carried out as soon as possible. Since data will in future be a commodity or a resource of the value chains, the appropriate and consistent handling of software and its data will be mandatory in the future - and requires reliable partners in the ecosystem in terms of quality and cost.

2.1. Localization and standardization as a prerequisite for global solutions

The previous consideration of the 4 dimensions is transferable to multinational and global solutions – supplemented by two additional facets:

1. The company view / process evaluation: Even if the path to Industry 4.x has been comprehensively planned, it is important to also support the rollout into regional markets in a targeted manner. In each country, we are confronted with cultural and legal aspects that need to be taken into account and can have a significant impact on acceptance by employees, partners and customers – so blunt rolling out global(software) solutions and processes is not an alternative. Without a thorough examination of the legal framework conditions and the training in intercultural management, a transformation and the resulting projecte will not be successful – or even fail.

   A suitable software helps in the implementation: If - as in many - companies software solutions of large manufacturers such as e.g. SAP SE are used, the localized implementation is greatly facilitated, since these systems already offer the localization as part of the software and thus already cover the most important legal requirements. Likewise, the surfaces of these solutions are already provided in the essential countries / translations, without which the previously mentioned effects of transformations would be difficult to realize.

2. Standardization in the company: The structuring and standardization of all essential processes of a company is an essential foundation for the transformation capability of a company and concerns various factors, such as e.g. processes, data, IT components or even the internal rollout of information. This standardization must be analyzed in detail and on a case-by-case basis but should follow the rule of thumb: "As global as possible, as local as necessary".

3. Ability to transform in practice: Where does your company stand?

The software landscape in companies has often grown historically and is heterogeneously shaped by decentralized decisions for different systems as well as by individual in-house developments or company mergers. For example, ERP or CRM systems from different vendors are often used in different divisions or on the basis of different, outdated release levels.

In order to compete with tomorrow's digital companies, a consistent inventory of your business situation is required – which analyzes the following basic dimensions:

3.1. Standardization

With the standardization of your company's system landscape, significant cost reductions (synergies in operation, licenses, maintenance, further development, etc.) can be generated – also by replacing individual systems with standard software. In addition, these measures help you reduce redundant data assets, media breaks, and data inconsistencies. The use of standard Software also promotes inter-company compatibility with the systems of your business partners and thus facilitates B2B integration and outsourcing projects as well as the development of new business areas and sources of revenue.

Another, often underestimated but very effective, standardization replaces individually developed interfaces between systems with an enterprise-wide middleware architecture with the goal of increasing the compatibility and flexibility of your entire IT infrastructure. As a result, existing systems tend to be easier to replace and new applications to be integrated into the system landscape more quickly. In the inter-operational context, the standardization of interfaces also plays an important role in integrating your (new) business processes across companies.

In addition, standardization of process documentation and cross-system process modelling is mandatory, because only a uniform documentation of all processes (end-to-end) enables a fast and effective detection and corresponding implementation of changes in all operations.

It is important to ensure that business process modelling is not left to a small team of specialists, but that the department has methods and tools with which it can create and adapt the largest part of the models itself.

3.2. Automation

One of the biggest challenges in the day-to-day operations of most companies is an ever-increasing reliance on manual processes and customer-specific tools and systems, often supported by classic office applications as a bridging technology.

Companies that continue to operate without intelligent automation of their processes will have to face these challenges even more in the future. The dynamic environment of companies encourages all decision-makers to work less administratively and instead to invest more time in strategic considerations and exchanges with colleagues and customers about new IT or business models.

It is precisely the ubiquitous factors – costs, time, speed of change and complexity – that should encourage companies to engage intensively with the intelligent automation of their processes. Intelligent automation of IT processes is not an option, it is a must, nowhere does digital change take us deeper. IT landscapes are constantly changing, and development is rapid. IT decision-makers know this, because there is pressure on the operational business and the IT infrastructure to ignore it. Low budget, little time and increasingly complex applications inhibit strategic engagement with the intelligent automation of IT processes.

And time and cost pressures will continue to increase - and with it, the realization that intelligent automation is associated with significant productivity increases in the medium term. With a well-thought-out investment in the present, companies will save resources in the future. They make fewer mistakes, work more transparently and thus save costs.

3.3. Business / Data Intelligence

Financial analysis and reporting within the framework of standardized business management variables as an original BI application will continue to be core processes in the company in the future. In the face of volatile markets, however, forward-looking analyses are becoming increasingly important; the backward-looking analysis of historical values is no longer sufficient for the required timely, proactive corporate management. Especially in the context of planning and forecasting, mathematical-statistical forecasts, trend updates based on past values and scenario simulation are increasingly developing into standard functions of BI applications.

The prerequisite for being able to really use your own business data is the integration of the entire reporting landscape. Reporting, planning and consolidation should run with a single set of figures in an end-to-end IT platform. System-based processes, automated data streams, and a consistent data pool are designed to make reporting processes more efficient and deliver up-to-date, valid results.

In the field of operational BI in particular, numerous new technologies and methods are manifested, which can be summarized under the common objective "Predictive analysis of mass data". In addition to the keywords "Big Data" and "Smart Data", these include terms such as IoT, Industry 4.0, Social Web, Sensor Intelligence, Telemetry, Predictive Analytics, Statistical Analytics and Data Mining. Basically, it is a matter of evaluating huge amounts of data from sometimes new and heterogeneous data sources for a variety of purposes - i.e. generating valuable information from big data and, among other things, discovering correlations using AI, optimizing processes and deriving trends and influences on one's own business model at an early stage.

3.4. Technology and network capability

In addition to the above-mentioned aspects and solutions, the terms cloud and cloud computing are on everyone's doorstep. While technology is not the only major digital technology, it provides central access to other technologies such as artificial intelligence, the Internet of Things (IoT) or blockchain. The cloud is considered the heart of digital transformation. But the move to the decentralized IT infrastructure wants to be well structured in order to avoid a manufacturer dependency, in this case from the respective cloud provider. If you thought with open source software and cloud solutions, the vendor lock would be a thing of the past.

Today, there is a risk that companies will become dependent on the cloud provider because of certain programming interfaces and services. This lock-in must be avoided. While the suppliers of IaaS components hardly differ, when choosing specific interfaces and services, it is necessary to check carefully whether there is not an open alternative that allows the company the highest possible flexibility. The switch to digital solutions and processes requires well-thought-out and functional solutions that are geared to the individual needs of each company. After a thorough analysis of the needs of the company, a cloud model such as SaaS, PaaS or IaaS can help advance digitalization in the company in the long term. Complemented by the no-code/low-code solutions tailored to the end user, this not only makes it possible for the specialist departments to participate in the increasingly networked company processes, but also the separation of business and IT experts.

3.5. Reality Check: Scalability as a core requirement for companies

Scaling, i.e. the ability to expand a businessmodel, has many facets – in addition to expanding through higher sales and profits or new customers (in international markets), it can also include expanding distribution channels or products and services. However, a company's ability to scale does not end with the sole expansion of its business model. It is also a question of the extent to which this growth (turnover, new markets) can be increased without having to continue to make significant investments in infrastructure, production or hiring new employees.

So scalability also means that the effort that needs to be done to ensure this expansion must be proportionate to growth. Business models with high scalability are therefore often highly automated. Processes are optimized and standardized to make steps in the performance creation process faster and more efficient. Automation is done by using algorithms or using software.

3.6. Reality Check specifically: How fit are the infrastructure, business model and the team?

As can be seen from the previous chapters, a face-lift of existing IT architectures and processes is not sufficient for the planned transformations. Companies first need tailor-made and innovative IT applications with fully integrated, comprehensive software standard solutions to shape the transition phase.

After that, we need to adapt to really reinventing the wheel in order to be able to implement all the new business models with their drastic changes and thus achieve the decisive competitive advantage.

Not only terms such as real-time interfaces for real-time systems such as SAP HANA and cloud solutions will have a different meaning than it is the case in the IT landscapes of today. Requirements for the monitoring of processes, systems and data as well as their compliance capability must be thought and developed more far-reaching.

This is because the digital industry goes beyond process and value chains, well-known company sizes and even customer wishes – here are examples of current initiatives such as GAIA-X or the digital euro. Businesses need to adapt to a transformation that will turn your familiar world upside down and change the business world. In this world, devices and machines talk to each other, connected objects go through their production autonomously, organize themselves on demand and ultimately support us human beings to be more productive and more efficient.

However, digitalization and standardization projects are often subject to a major economic and organisational problem in companies: The effort of this transformation is incurred in the individual divisions of the company, which often have to replace their preferred and possibly self-developed system with a new, centrally predetermined "standard" and may also have to bear the costs incurred. On the other hand, the benefits often arise elsewhere or at the level of the company as a whole (e.g. savings in IT operations). This asymmetric cost-benefit distribution leads to conflicts of interest and resistance.

And even if some business units actually suffer an economic loss as a result of the transformation, because they have to give up the optimal system for them or bear higher costs for the introduction of the new system than standardization brings them benefits, it is necessary to take corresponding measures, otherwise (e.g. via regular IT budgeting) no congruent behavior of all divisions can be ensured. As a result of these extensive transformation programs, extensive reorganizations and/or centralizations are required in order to be able to successfully implement appropriate process control or standardization throughout the entire company, for example.
Numerous studies show that digital transformations are even more difficult than traditional change efforts. During a digital transformation, changes take place at all levels, especially in the hard and soft skills of employees. Accompanying this change in particular requires a new guard of executives who are familiar with digital technologies. The success of a digital transformation increases with the degree of commitment of the executives who devote

themselves all day to the change effort. The impact of digitalisation, automation and other technological trends on the workforce is significant and requires investment in new, different skills and abilities.

Companies have to constantly critically address how digitalization can affect their business in the short and long term and what skills they need to keep up. A clear human resources strategy aims to identify the digital skills that need to be available and needed to achieve future goals.

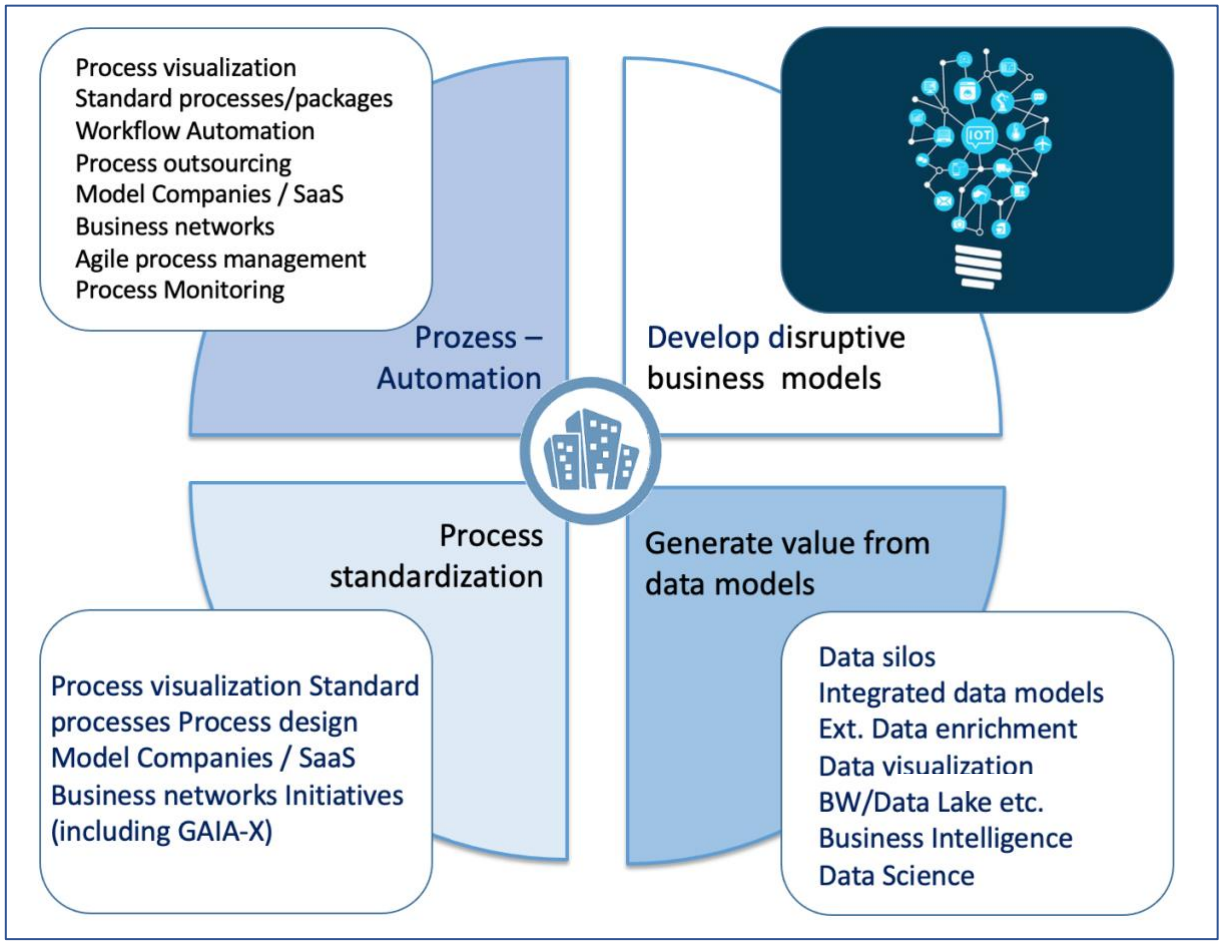
Moreover, because not all executives have the experience and skills to support or implement such changes, companies must provide specific executive and employee development programs to make the necessary changes in their attitudes and behaviors.

Digital transformation is a long-term process of change that affects the entire company. This is not about the digitization of individual processes. The factors mentioned have a significant impact on the success of the digital transformation and should therefore be taken into account in any transformation strategy. Only then will the digital transformation become a success story with the best prospects for the future.

4. Reality Check: Results of a basic analysis and their evaluation

A reality check is an analysis of the individual status quo of your company - with the aim of making the company fit for the digital future and developing new, disruptive business models. This is done in three concrete steps:

1. Analysis of the current company situation
2. Demonstrate optimization potentials with the aim of enabling disruptive/innovative business models
3. Sketching new disruptive business models



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The reality check concludes with a SWOT analysis based on the actual state determined from the previous analysis as the basis for strategic planning for the digital future.

With this analysis, an important step in the strategic planning is formally recorded, because the result stipulates that it is necessary to focus on the inventory and condition analysis for digitalization. The need for action derived from this can then be specified in order to define the digitalization strategy for the company, to estimate the necessary resources and budgets, to define projects and to take measures.

Since digital transformation goeshand in hand with the change of existing business models, it is of enormous importance to build up an extensive knowledge about the current business models during the analysis phase. The analysis then examines the current business environment and, on the basis of this, its potential by proven experts. In this step, many strengths and/or weaknesses emerge that were not previously apparent to the internal actors in this form.

In addition to the above-mentioned, basic analysis of the company's IT infrastructure and processes, other aspects are to be taken into account in the analysis – listed below:

- **Market:** Which markets are served? What are the actual potentials of the markets? What are the latest developments in the markets?

- **Customers**: Who are the existing customers? Which customer segments are addressed? What are the current needs of these customers? What are the current customer values?

- **Sales channels/customer approach:** Which sales channels are currently being used? Which sales channel brings the company what share of sales?

  In particular, the transformation of the customer approach is an important part of the digital transformation. Digital technologies are fundamentally changing customer interaction and offering opportunities that were previously unimaginable. With social media, organizations can hear their customers' voices, mobile computing allows customers to stay connected to the brand on the go, and with geographic localization, the company can always know where their customers are, to name but a few.

- **Competitors**: What are their potentials on the market? How are competitors currently positioned? Who are the new innovative digital players? Particular attention must be paid to the new entrants, as they are usually equipped with technologies or serve new customer segments that may also be of interest to existing companies. It is important to understand the DNA of the digital competitors and then change accordingly. The optimization of the value creation process in the company is an essential point.

- **Employees:** What is the know-how of the employees? What do employees value about the company? Are employees ready/ready for the digital future? Change management is driven and designed through integration. Especially in the digital age, the involvement of employees is facilitated. Through real-time tools and tools such as social networks, microblogs, intranets and videoconferencing, even decentrally organized companies can absorb the voices of their employees, engage them and thus drive change.

The knowledge developed here about the actual state of different areas of the company can be used to optimize the company's processes and they are the basis for reflections on the development and implementation of a disruptive business model.

5. Tackling instead of waiting

5.1. Sharpening Visions - Setting Milestones

The digital revolution is affecting all industries. A lot has already changed, but we are only at the beginning. Companies that continue to rely on the "proven" in this time of rapid and rapid change and continuous innovation will not be able to maintain their position in global competition in the future. Only those who take advantage of the opportunity of digitalization and who initiate a process of transformation progressively and constructively emerge stronger from the digitalization of the economy and society.

To take advantage of the current situation for realignment, companies need to increase their digital maturity. They need to invest in expanding digital skills, i.e. reshaping customer engagement, optimizing the operational business and, where appropriate, realigning the business model, and developing the transformation skills – vision, governance, technical leadership skills and team involvement.

However, no entrepreneurial transformation process can take place without employees. Due to their uniqueness, they are the potential from which a company can build the future goal. That is why they must contribute with heart and mind to the change in the company and realize the vision. Employees are thus the future guarantee of success in an organization.

Leadership, empowerment and corporate culture are essential for employees to develop their potential. Corporate management must set an example for employees in the transformation and motivate them for the change process, empowerment gives employees the right skills in a changing day-to-day work and the corporate culture creates the right framework conditions to engage in and advance digitalization.

Regardless of technical innovations or a consistent vision of digitization, the success of a transformation depends on the people in the company. In order to achieve success through digital transformation, companies must constantly question their value creation and proven processes and introduce innovations. Proper change management helps both the people in the company to shape these changes, as well as the organizations themselves to prepare for the challenges ahead in the digital world. Change management is thus a key to long-term success in a digital transformation.

5.2. Develop recommendations

A digital maturity model is important for transformation to identify where there are gaps, to define key areas to focus on and where to start. The content of a digital maturity model is more or less constant, but the level at which an organization needs to mature in each area depends on its own business strategy, business model, and operating model. Each company must first look at these components in detail and use them together with the results of the digital enterprise analysis to determine the next steps.

The targeted digital capabilities and maturity levels depend on the value creation and the important outcomes targeted. The definition of business priorities in parallel with the results of digital business analysis sharpens the focus on the measures that need to be taken to initiate and implement the digital transformation.

6. The IGDCR network

We help you identify your maturity and existing gaps, develop and discuss with you their digital transformation possibilities (step by step or disruptive) - and our assessments and recommendations can help you adapt, compete and successfully develop.

The IGDCR network and its experienced partners and experts together with you put "the finger in the wound" and address the major challenges of companies on the way to Industry 5.x:

Fix global & digital vision and define strategy

- ✓ Development and coordination of the digital orientation of the company, including brand, growth, customer experience and product strategy

Creativity and permanent innovation as a corporate culture

- ✓ Idea-finding, target definition and creative strategy processes to stimulate innovative thinking
- ✓ Promoting the change in the company's DNA, including the further development of organizational design
- ✓ Conduct market, customer and competition analyses to back up the digital business's orientation with facts
- ✓ Development and evaluation of omni-channel, mobile and IOT solution design andresults

Relevance in the network

- ✓ Definition of new core business functions and models to optimally prepare them for digital processes.
- ✓ Enable digital capabilities with omni-channel and commerce platforms, including data security and cloud integration
- ✓ Setting up appropriate network-capable organizational forms and systems

7. Outlook

The advancing digitalization will move companies and society in every respect. First seen as an initiative of governments on topics such as The Industry 4.0 or GAIA-X platform in Europe, now more and more of companies and society are talking about sustainability.

Change in the age of extremely fast-developing technology requires a rethinking of all parties involved: The application examples from industry show how the use of software can optimize processes. However, it is also clear that this is not a one-dimensional project. From reactive to forward-thinking processes and systems, from ex-ante analysis as proof of what is expected to pattern recognition and thus new business models: The ideas and insights inevitably lead to flexibility of organizations and increased demands on employees.

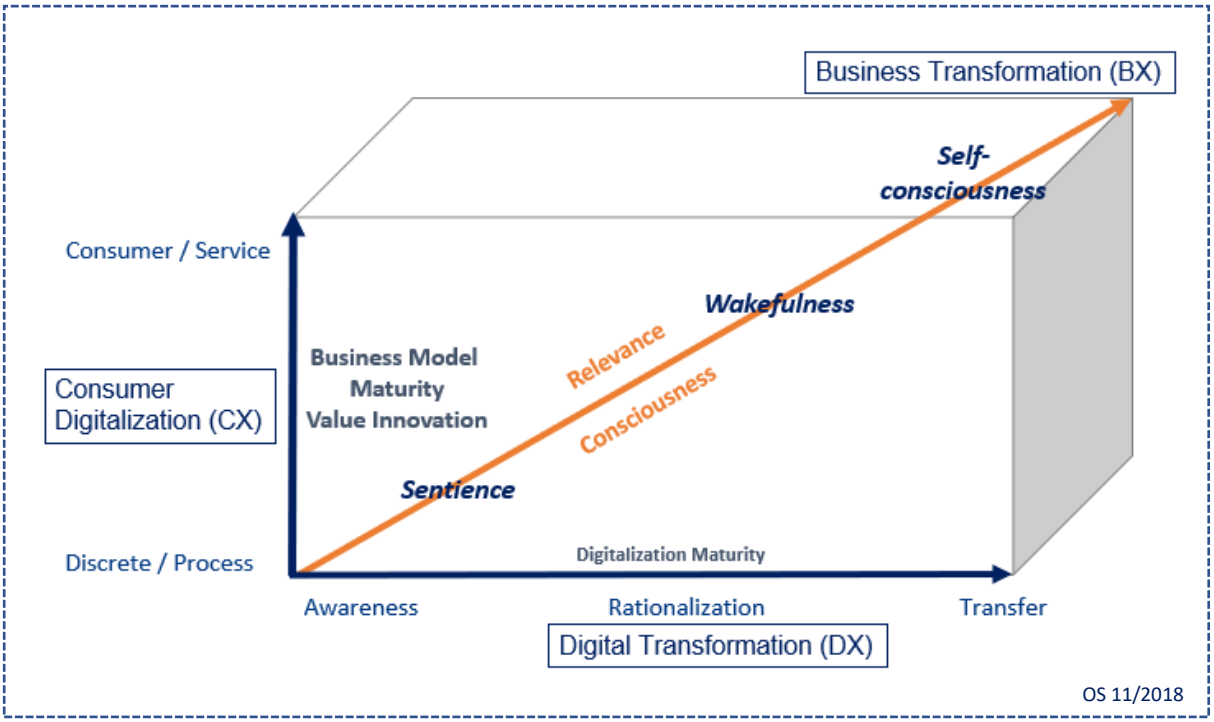
In addition, process chains are increasingly merging, manual interventions are throwing the exception and thus previous transactional sequences overboard. Industry boundaries will become blurred. Discrete industries are degenerating into workbenches of new Internet giants that have access to the data but do not have their own capital-intensive productionsknow-how.

The intelligent networking of production, combined with the declining willingness of end customers to own or lease products, will place new demands on development and production. Forecasts indicate that there will be a division of markets among those companies that control access to consumers. Suppliers of such networks are companies that are able to supply any quantities on request. This will require 3D production sites and thus new requirements for the life cycle of products – but will also give a more prominent role tothe recyclability of resources.

The changes will also affect other industries like Healthcare, Banking, Public Sector etc. – finally, no industry will be spared from the changes.

Established market channels become transparent via the Internet of Things, 1:1 relationships become visible to other players. Switching from preventive data collection to protect property to attacking the player's business models becomes the order of the day.

Accompanying it, however, is also to create the social framework conditions for this evolution and to actively approach the corresponding social dimensions such as income distribution, handling of data or sustainability in a forward-looking manner.



The complexity of the new reality becomes clear when one considers that in future every request, product or service will be individually accessible to the (360 degree) consumer. Those companies that can map this interplay within their entrepreneurial chain (abscissa in the graphic above) and are also able to operate openly in networks in order to enter into strategic partnerships will remain relevant (diagonal).

All of this seems unreal. But if you look back only a few years, you will realize the changes in the private and entrepreneurial environment in recent years as a result of mobile technology. "Real-time" is not far away and we have to prepare for it together. Changes are permanent, reaction times are close to zero.

8. The authors

Otto Schell is Founder/CEO of the Institute for Global Digital Creativity and Relevance (www.igdcr.net) , are we relevant tomorrow (www.arewereto.co) and GPerfect (www.gperfect.net). As Enterprise SAP Business Architect in the Automotive Industry and Member of the Board of Directors of the German Speaking SAP User group (DSAG) he is well connected within the SAP ECO System. Next to this he is Transformation advisor at PDAGroup, visiting lecturer at HSRM-Wiesbaden / Germany and management Center Innsbruck / Austria.

Dr. Detlef Werner is the COO & CIO of the Institute for Global Digital Creativity and Relevance IGDCR, COO & CIO of GPerfect and Global Executive Director for SAP Globalization Services (SAP SE). He has been working as visiting professor at the International University of Bruchsal for many years, teaching international management and e-business. Last, but not least, he is the owner and CEO of the oldest wine consulting company in Germany (www-dr.werner.de).

Herbert Kindermann is Founder/CEO of Herbert Kindermann Consulting (www.herbert-kindermann-consulting.de) a company that focuses on digital transformation. After founding various companies, Herbert Kindermann held top positions on the board of directors of IDS Scheer AG, metasonic AG, and as managing director in a Allgeier Group company. Business processes from analysis and design to optimized digital automation have always been the focus of his activities. Now he joined IGDCR the Institute for Global Digital Creativity and Relevance as digital transformation advisor (http://www.igdcr.net/advisors.html).

Sebastian Westphal gained multiple years of work experience in the finance area, with many years of experience in large corporations (Deutsche Telekom, Deutsche Lufthansa, KarstadtQuelle) and medium-sized companies. He demonstrated a proven track record of leadership experience, especially with regard to people development and leading both digital business transformation and (agile) software implementation programs. Delivering > 20 SAP system implementations and migrations he is well connected within the SAP ECO System. Beside digitizing and automating Accounting- and Controlling-processes, his core activities are focused on re-designing the overall corporate process landscape (Human Resources, Risk Management, Treasury and Procurement - receiving cross-industry perception for being nominated for two national innovation awards in 2020 (https://www.sap.com/idea-place/sap-innovation-awards/submission-details-2020.html?idea_id=1169).