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After completing my degree in computer science, I started as an entrepreneur with three colleagues at COMSOFT GmbH in Karlsruhe in 1981 (project manager, department manager, authorized signatory, process automation and development of the SAP consulting business). This was followed by IBCS S.A. Luxembourg (Founder and CEO, development of the process automation and SAP consulting business with subsidiaries in Germany, the Czech Republic and Slovakia). At the beginning of 2000, IBCS became part of the IDS Scheer Group and I took over business responsibility for the Central and Eastern Europe region. In 2003, in addition to my position as CEO of IDS Scheer CEE S.A., I became a member of the Extended Board of IDS Scheer AG in Saarbrücken. During this time, I was responsible for 500 employees in six countries and built up a partner network in ten other countries in the region. In 2005 I became a member of the board of directors of IDS Scheer AG with responsibility for the entire international business of IDS Scheer AG (1000 employees and many partners in more than 20 countries). In 2006 I was co-editor of the book "Agility by ARIS Business Process Management" from Springer Verlag. Herbert Kindermann Consulting Metropolregion Nürnberg +49 171 7528 977 hk@herbert-kindermannconsulting.de www.herbert-kindermannconsulting.de In 2008 I started as a member of the board of directors at Metasonic AG, a venture capital-financed company that spread subject-oriented business process management in the global market. From 2009 I was the only member of the board responsible for the global growth of Metasonic AG. In 2014, Metasonic AG was taken over by Allgeier IT Solutions, where, as managing director, I was responsible for the international marketing & sale of the process digitization platform metasonic®. In 2020 I decided to work as an independent management consultant to support other companies in their digital transformation.