

Thomas Born



Year of birth	1967
Nationality	German
Consulting experience	20 years
Position	Managing Partner
Academic and professional qualification	Master degree in Economics and Business Administration
Academic title	Diplom-Betriebswirt (FH)
Areas of expertise	<ul style="list-style-type: none">➤ Project and program management➤ Carve out project management➤ Rollout projects management➤ Post Merger Integration➤ Change management➤ Project management for IT assessment and IT strategy projects➤ Business process reengineering➤ Interim management➤ Management consulting in R&D, purchasing, production, logistics, IT, sales and distribution, finance, accounting and controlling
Industries	<ul style="list-style-type: none">➤ automotive (manufacturer, supplier, importers, retail)➤ retail➤ financial services➤ utility➤ consumer goods➤ engineering and plant construction / capital goods industry➤ chemicals industry / petrochemistry➤ service industry➤ public sector
Languages	<ul style="list-style-type: none">➤ German (mother tongue)➤ English (fluent)➤ French (basic knowledge)
International experience	<ul style="list-style-type: none">➤ Belgium, Cyprus, France, Italy, Mexico, Netherlands, Russia, Switzerland, Spain, Czech Republic, UK, USA

Projects

Client	Department store group
Industry	Retail
Position	Project manager
Skills	Project management, change management, Roll out management expertise, experience with SAP Retail projects
Details	Project management for the conceptual enlargement of an existing SAP Retail solution and rollout for a department store group. Development of project approach and master project plan. Definition of project organization and decision-making bodies. Selection, assignment and management of project staff (130). Reporting to steering committee (executive board). Planning and controlling of the project budget (> 10 m Euro). Organizational Change Management to ensure successful rollouts and convince users, support and hierarchy of the benefits of the new system. Conceptual design of migration scenarios, release and test management, post-migration support and Cut-Over to production process. Contract management with external IT providers and subcontractors.
Year	2011 -
Client	Private bank
Industry	Financial services
Position	Project manager
Skills	Project management, change management, Roll out management expertise
Details	Emergency take over of a critical project: project leadership for the modernisation of telephony for the headquarters: transformation to IP telephony, roll out of IP phones and technology to the interim locations, deployment of mobile telephony to the new headquarters, organisation of final move back into headquarters, migration of the board to IP telephony, decommissioning of voice hardware for the interim locations, responsible for concept and conduct of information policy to the users via intranet and web-based trainings. 3,000 users, 10 project members, 8 m euro budget.
Year	2010 - 2011
Client	Utility company
Industry	Utility
Position	Process design specialist
Skills	Long term knowledge of business process analysis and design
Details	Redesign of the IT governance processes for the group using ITIL and Cobit governance rules: Demand Management, IT strategy, IT governance, support, operations, testing and other. Development of improvements for the existing IT organization. Benefit analysis for the centralization of several local IT operations. Analysis of the total IT organization. Program planning for a perennial migration project.
Year	2009
Client	International industry group
Industry	Capital goods industry
Position	Project manager
Skills	Project management, Carve out projects know how

Details	Project management for the Carve out of a business division: Conceptual feasibility study, first sounding with lawyers and key personnel. Analysis of financial structure of the parent company and proposal for the financial structure of the target company. Detailed project planning and reconciliation with all involved parties. Development and presentation of a decision memo to the board and the shareholders.
Year	2009
Client	Private bank
Industry	Financial services
Position	Project manager
Skills	Project planning, Carve out projects know how, Analysis and separation of complex IT landscapes
Details	Post merger integration: Planning of the migration phase for the carve out of a bank from an international financial services group and integration into the buying group. Involvement of all relevant departments, processes and IT systems. Coordination of IT and department planning. Development of master migration plan for a three years period.
Year	2008
Client	Department store group
Industry	Retail
Position	Change management specialist
Skills	Change management, project management
Details	Change Management: Conceptual support for a SAP retail implementation. Project size > 800 man-years. Management support, project and communications planning, trainings, Roll out planning. Concept and realization of the training for the sales organization, master trainer service. Initial workshops for procurement management and users. Documentation and ongoing reconciliation of major processes and supply chain channels. Design and implementation of an innovative help system within SAP. Optimization of the online help solution by selection of a smarter Wikipedia platform.
Year	2006 - 2008

Client	International industry group
Industry	Capital goods industry
Position	Project manager
Skills	System and process know how, project planning and management, change management
Details	Project management for the business processes in order to change the legal company structure of the group. Coordination of the activities within the holding and group functions as well as for the main production site.
Year	2007
Client	International industry group
Industry	Gas and Engineering
Position	Project manager
Skills	Project management, accounting projects know how
Details	Project management for the relocation of the central accounting and controlling functions into the new group headquarters. Concept for the relocation, coordination of all activities needed for a complete transfer during live operations. Conceptual design of approach, project planning and control for the relocation. Detailed coordination with management, accounting, tax, IT etc.
Year	2006 - 2007
Client	International industry group
Industry	Gas and Engineering / Capital goods industry
Position	Project manager
Skills	Project management, Carve out projects know how
Details	Project management for the separation of the head quarters function. Preparation of handover to a private equity company. Conceptual design of approach, project planning and control for the carve out. Detailed coordination with the board, management, legal department, accounting, purchasing, sales etc.
Year	2006 - 2007
Client	International industry group
Industry	Capital goods industry / Material Handling
Position	Project manager
Skills	Project management, Carve out projects know how
Details	Project management for the carve out of an international branch with 16,000 employees. Project realization within four weeks. Conceptual design of the approach, project planning and control. Coordination of activities with the board, management, legal department, accounting, IT, purchasing, sales, production etc.
Year	2006

Client	International industry group
Industry	Consumer goods
Position	Project manager
Skills	Systems and process know how accounting and controlling, project planning and control, change management
Details	Project planning and management for the integration of the accounting of the Swiss branch into the European accounting shared services. Coordination of IT and process departments.
Year	2006
Client	Engineering and plant construction
Industry	Engineering and plant construction
Position	Project manager
Skills	cost cutting skills
Details	Cost cutting. Analysis of total costs. Identification of cost cutting potentials.
Year	2005
Client	Logistics consultancy
Industry	Consulting
Position	Project manager
Skills	Consulting expertise, contacts into consulting industry, automotive know how
Details	Merger & Acquisitions: Research and identification of potential consulting firms to be bought by client. Focus consulting areas: automotive and retail.
Year	2005
Client	Nursing service
Industry	Health care
Position	Project manager
Skills	cost cutting skills
Details	Cost cutting. Analysis of total costs. Identification of cost cutting potentials.
Year	2005
Client	Supplier for customized multimedia solutions
Industry	electronics
Position	SAP process expert, quality assurance
Skills	Process know how, SAP know how
Details	Analysis of the as-is sales order processing focussing on an optimal SAP usage. Identification of weaknesses and development of process and system improvements.
Year	2005
Client	Logistical Service Provider
Industry	Logistics / Retail
Position	Project manager, quality manager
Skills	Project management, process know how, analytical skills
Details	Analysis and documentation of as-is process inbound logistics. Development of a convincing key account client presentation showing the inbound logistic services.
Year	2004

Client	Int. Automotive Engineering Group
Industry	Automotive (Engineering)
Position	Project manager, quality manager
Skills	Project management, change management, automotive know how, process know how purchasing
Details	Improvement of as-is processes purchasing prior to a certification. Design of improved to-be processes purchasing prior to an ERP implementation. Organisation of Purchasing Department: Introduction of a strategic purchasing department and operative purchasers. Development of purchasing policy including job descriptions and authorisation standards,
Year	2004
Client	Automotive Manufacturer
Industry	Automotive (Parts Distribution)
Position	PMO, quality manager
Skills	Project and programme management, change management, strategy, conceptual skills and project planning skills
Details	Detailed programme and project planning with MS Project including cut-over planning and change management for the substitution of the individual IT landscape by SAP (international scope). Size: > 100 resources and > 1.800 tasks.
Year	2004
Client	Automotive Supplier
Industry	Automotive
Position	Project manager
Skills	Project management, process know how, analytical skills, automotive know how
Details	Reengineering of business planning process: analysis of weaknesses and coaching of improvements for: volume and sales planning, costs of research and development, personnel, material, indirect costs. Complex simulations and projection of client's car sales, option mix for up to 5 years. Calculation of parts volumes out of car volume.
Year	2003
Client	International Consumer Goods Manufacturer / Specialty Chemicals Company
Industry	Detergents / cosmetics / adhesives / surface technologies / oleo chemicals
Position	Project manager
Skills	Project management, financial management accounting systems and process know how
Details	Innovative concept design for the separation of the worldwide joint applications (accounting, logistics, production, distribution, HR, QM, SAP and Non-SAP) after the separation of two industry groups. Development, coordination and reconciliation with client personnel in Europe, North and South America, Africa and Asia / Pacific. Preparation of legal negotiations.
Year	2003

Client	Automotive Manufacturer
Industry	Automotive (Merchandising and Lifestyle)
Position	Project manager
Skills	Project management, process know how, analytical skills, automotive know how, specific parts distribution know how
Details	Conceptual check for the integration of merchandising and lifestyle products into the to-be process landscape.
Year	2003
Client	Automotive Supplier
Industry	Automotive
Position	Project manager
Skills	Project management, financial management know how, analytical skills, automotive know how, change management
Details	Reengineering of accounting process: analysis of weaknesses and recommendation of improvements. Support during implementation.
Year	2002 - 2003
Client	Automotive Manufacturer
Industry	Automotive (Parts Distribution)
Position	Project manager
Skills	Project management, IT strategy, automotive know how
Details	Standard software selection for a central invoicing system (standardized methodology).
Year	2002 - 2003
Client	Automotive Manufacturer
Industry	Automotive (Parts Distribution)
Position	Project manager
Skills	Project and programme management, change management, strategy, conceptual skills and project planning skills
Details	Coaching of the project / program planning and change management for major IT landscape changes (international scope).
Year	2002 – 2003
Client	Automotive Manufacturer
Industry	Automotive (Parts Distribution)
Position	Project manager
Skills	Project management, change management, strategy, conceptual skills, process design
Details	Reengineering of the global supply chain process (Material Planning, Order Processing, Warehouse and Invoicing) with international coordination. Process documentation in English and German with MS Visio. Integration of additional divisions and products, development of functional concepts.
Year	2001 – 2003

Client	Automotive Importer
Industry	Automotive
Position	Project manager
Skills	Project management, process know how, analytical skills, automotive know how
Details	Process analysis in parts distribution / after sales. Conceptual design, development and implementation of a waste management reporting system on SAP R/3. Yearly enhancements / improvements.
Year	2000 – 2003
Client	International Consumer Goods Manufacturer
Industry	Detergents / cosmetics / adhesives / surface technologies
Position	Project manager
Skills	Project and programme management, quality insurance
Details	Shared Service Organization: Program management for the European wide reengineering of the accounting and finance process. Implementation with SAP R/3. Processes involved: General Accounting, Purchase to Pay, Order to Cash and Controlling.
Year	2002
Client	Automotive Supplier
Industry	Automotive
Position	Project manager
Skills	Project management, process know how, analytical skills, automotive know how
Details	Organization of management accounting and purchasing department, improvement of Shared Service Centre organization, licenses accounting, organization of internal cost allocation meetings.
Year	2002
Client	Automotive Supplier
Industry	Automotive
Position	Project manager
Skills	Project management, process know how, analytical skills, automotive know how
Details	Implementation of profit centre accounting with SAP R/3.
Year	2002
Client	Automotive Supplier
Industry	Automotive
Position	Project manager
Skills	Project management, process know how, analytical skills, automotive know how
Details	Benefit analysis of SAP R/3 implementation for the logistics area.
Year	2002

Client	Automotive Supplier
Industry	Automotive
Position	Project manager
Skills	Project management, process know how, analytical skills, automotive know how
Details	Process review finance and accounting.
Year	2002
Client	Automotive Manufacturer
Industry	Automotive (Parts Distribution)
Position	Project manager
Skills	Project management, investment calculation, amortisation
Details	Investment calculation for a standard warehouse management system.
Year	2002
Client	International Consumer Goods Manufacturer / Specialty Chemicals Company
Industry	Detergents / cosmetics / adhesives / surface technologies / oleo chemicals
Position	Interim manager, project manager
Skills	Project planning and management, analytical and conceptual skills
Details	Project management for the separation of the accounting of formerly affiliated companies. Strategy and concept phase, separation of IT systems, detailed testing, cut-over planning and cut-over monitoring, quality management.
Year	2001 - 2002
Client	Supplier of Power Supplies and Battery Chargers
Industry	Electronics
Position	Project manager
Skills	Project management, IT strategy, process analysis
Details	Global IT Integration: Strategy Development for the selection and implementation of one global ERP solution for several company sites (Germany, USA, Mexico, Brazil, China and Japan). Detailed IT and process assessment conducted. Facilitation of international video conferences and workshops.
Year	2001
Client	International Industry Group
Industry	Detergents / cosmetics / adhesives / surface technologies / oleo chemicals / building material
Position	Project manager, quality manager, cut-over manager
Skills	Project planning and monitoring skills, quality management
Details	Preparation, project planning, concept and cut-over for the Euro conversion of several IT systems (in parallel). High complexity with over 800 monitored tasks and more than 200 resources involved. 15 systems with more than 1 tera byte data volume involved (MS Project).
Year	2000 - 2001

Client	Automotive Supplier
Industry	Automotive
Position	Project manager
Skills	Project Management, automotive know how
Details	Feasibility study: eProcurement for MRO materials.
Year	2000
Client	Automotive Supplier
Industry	Automotive
Position	Project manager
Skills	Project management, process analysis, SAP
Details	Process review: Purchase to Pay, Order to Cash, Reporting und Financial. Management
Year	2000
Client	International Industry Group
Industry	Detergents / cosmetics / adhesives / surface technologies / oleo chemicals
Position	Interim management, project manager, quality manager, cut-over manager
Skills	Project planning and monitoring, quality management
Details	Project management, conceptual design, testing, cut-over planning and realization of a major system change within the material management area (9 systems involved, cut-over and data migration had to be thoroughly tested and conducted, MS Project).
Year	1999 - 2000
Client	Automotive Supplier
Industry	Automotive
Position	Project manager
Skills	Project management, process analysis
Details	Process Review: Program Management Control, Engineering, HR and Marketing and Sales.
Year	1999
Client	International Industry Group
Industry	Adhesives
Position	Project management, quality management
Skills	Project planning and monitoring skills, quality management
Details	Project management for the SAP roll out in Denmark, Finland, Sweden, Norway and UK.
Year	1999
Client	International Auditing Company
Industry	Assurance, tax and legal, financial advisory services
Position	Project manager
Skills	Management accounting know how
Details	Design of a workshop about the balanced scorecard methodology.
Year	1999

Client	Automotive Importer
Industry	Automotive
Position	Project manager
Skills	Project management, conceptual design, operations research
Details	Conceptual design, calculation, negotiation support and development of an innovate pricing system for new car whole sale.
Year	1998 - 1999
Client	Automotive Importer
Industry	Automotive
Position	Project manager
Skills	Project management, process analysis
Details	Outsourcing of fleet sales process: conceptual design, calculation, implementation.
Year	1998 - 1999
Client	Automotive Supplier
Industry	Automotive
Position	Project manager
Skills	Project management, quality management
Details	Coaching of project management and quality management for a SAP R/3 implementation (all modules).
Year	1998 - 1999
Client	International Industry Group
Industry	Cosmetics
Position	Interim management, project manager
Skills	Project planning and monitoring skills, quality management
Details	Project management for the implementation of SAP R/3 at three production sites in France and Germany.
Year	1998 - 1999
Client	Automotive Importer
Industry	Automotive
Position	Project manager
Skills	Project management, process analysis
Details	Process analysis and improvement for the handling of variable marketing activities.
Year	1998
Client	Several Russian cutlery industry companies
Industry	Cutlery
Position	Project manager
Skills	Project management, industry and management accounting know how
Details	Design of management accounting and calculation.
Year	1998

Client	Automotive Importer
Industry	Automotive
Position	Project manager
Skills	Project management, process analysis.
Details	Business Audit: process review security of solvency.
Year	1997 - 1998
Client	German federal ministry
Industry	Governmental organization
Position	Project consultant
Skills	Process analysis, management accounting know how
Details	Process review: management accounting, real estate management, human resources.
Year	1997
Client	German Gas Company
Industry	Oil and Gas
Position	Project manager
Skills	Accounting know how
Details	Workshop about the finance and accounting organization in Germany. Participants: Accounting personnel of Russian oil and gas exploitation company.
Year	1997
Client	Automotive Importer
Industry	Automotive
Position	Project consultant
Skills	Automotive industry and after sales know how
Details	Strategy workshop for after sales department.
Year	1997
Client	International Industry Group
Industry	Automotive / Construction / Machinery / Aviation
Position	Automotive Specialist
Skills	Automotive industry know how
Details	IT strategy assessment for all divisions.
Year	1997
Client	Several Automotive Manufacturer / Supplier
Industry	Automotive
Position	Automotive Specialist
Skills	Automotive industry know how
Details	International IT cost benchmarking.study
Year	1997
Client	Automotive Supplier
Industry	Automotive
Position	Project manager, consultant
Skills	Project management, software selection methodology
Details	Standard software selection finance and accounting.
Year	1996 - 1997

Client	Automotive Supplier
Industry	Automotive
Position	Project manager, consultant
Skills	Project management, management accounting know how
Details	Conceptual design of management accounting function (cost elements, cost centre calculation, order accounting, P&L).
Year	1996
Client	Automotive Supplier
Industry	Automotive
Position	Project manager
Skills	Project management, IT and process analysis know how
Details	Review of business processes: completeness, integrity, accuracy and IT support.
Year	1996
Client	Automotive Manufacturer
Industry	Automotive
Position	Project consultant
Skills	Management accounting know how
Details	Feasibility study on SAP R/3 CO.
Year	1996
Client	Automotive Manufacturer
Industry	Automotive
Position	Project manager
Skills	Management accounting know how
Details	Analysis and development of improvements for the cost controlling of research and development projects.
Year	1995 - 1996
Client	Automotive Manufacturer
Industry	Automotive
Position	Project consultant
Skills	Management accounting know how
Details	Conceptual design and realization of a profit and loss account for profit centres within the production area of the component production sites.
Year	1995 - 1996
Client	International Industry Group
Industry	Real estate
Position	Project consultant
Skills	Process analysis and design
Details	Conceptual design for the organization of the central purchasing and technology department.
Year	1995

Client	International Industry Group
Industry	Real estate
Position	Project consultant
Skills	Management accounting know how
Details	Conceptual design of a management information system for the group holding.
Year	1995
Client	Automotive Supplier
Industry	Automotive
Position	Project consultant
Skills	Automotive industry and process know how
Details	International benchmarking study Research and Development.
Year	1994 - 1995
Client	Chamber of Commerce
Industry	Public sector
Position	Project manager
Skills	Management accounting know how
Details	Design and facilitation of a workshop about Business Planning for industry partners in the Czech Republic.
Year	1994
Client	Automotive Manufacturer
Industry	Automotive
Position	Project consultant
Skills	Management accounting know how
Details	Conceptual design and realization of an analytical budgeting and performance measurement system for the cost centres (components and car assembly).
Year	1993 - 1995
Client	Holding
Industry	Energy, real estate, services
Position	Project consultant
Skills	Finance and management accounting know how
Details	Conceptual design and realization of a management accounting and cost calculation methodology.
Year	1993
Client	Print shop
Industry	Printing industry
Position	Project consultant
Skills	Finance and management accounting know how
Details	Analysis of weaknesses and recommendation of improvements for the accounting department.
Year	1993

Professional career

Company	Solenum Management Consulting GmbH
Industry	Consulting
Position	Managing Partner
Skills	Project management for strategic and conceptual design projects, speciality on process reengineering and implementation of IT systems
Details	See project list
Period	2003 –
Company	KPMG Consulting / BearingPoint GmbH
Industry	Consulting
Position	Senior Manager (consumer products and industrial markets)
Skills	Project management for strategic and conceptual design projects, speciality on process reengineering and implementation of IT systems
Details	See project list
Period	1993 – 2003
Company	Academy of Industry, Cologne
Industry	Public sector
Position	Assistant professor for supply chain management
Period	1993 – 1994
Company	Basell Polyolefins (former ROW Rheinische Olefinwerke GmbH, a joint venture of BASF and Royal Dutch / Shell)
Industry	Oil and gas
Position	Pay roll for 800 workers
Period	1989 – 1992
Company	Basell Polyolefins (former ROW Rheinische Olefinwerke GmbH, a joint venture of BASF and Royal Dutch / Shell)
Industry	Oil and gas
Position	Industrial Manager (trainee)
Details	Training included intensive process insight into human resources, pay roll, accounting, controlling, IT, procurement, distribution and production
Period	1986 – 1989