Profile

Gerhard Mangold
Interim Manager / Programm-Manager

Profile

Gerhard Mangold
Interim Manager

Gerhard Mangold

Hanauer Strasse 2
D-68305 Mannheim

mobile: +49 160 938 30 698

E-Mail: mangold@mc-mangold.de
Internet: https://www.mc-mangold.de

Qualification and relevant Project experience

Generally:

With more than 30 years of experience in management consulting and management roles, I have extensive expertise in the successful planning, management and control of (IT) transformations. My focus areas in various international industries and companies include interim mandates (e.g. CIO, IT department management, IT management), project management with SAP ECC, SAP S/4HANA and merger & acquisition (M&A) / carve-outs

Experience in management (FE2, FE3) and interim management (FE2, FE3) at national and international companies

- Project management and program management in various international industries and companies
- Interim management in various companies and industries, including CIO, IT management and department heads
- Project management for carve out projects
- Transition and transformation in multi-cloud solutions such as SAP S/4 HANA, SAP HANA Enterprise Cloud and other cloud solutions

Projects (excerpt)

Period	02-2025 -
Company	mechanical connection technology
Industry	Mechanical and mechanical connection technology
Role	Consultant ongoing ERP-Project
Project	Consultant onging ERP-Project

- Inventory of ongoing ERP project
  - Deficits
  - Measures
  - Risks

Period	11/2023 – 03/2024
Company	Mechanical and plant engineering
Industry	Mechanical and plant engineering
Role	Interim Manager
Project	Management Advisory / Interim Manager Application Management

- IT management consulting
- Inventory of the Application Management Services department
- Show findings, define measures

- Takeover of department management
- Implement measures
- Advice on restructuring IT

- Support with various consulting topics

Period	06/2023 – 10/2023
Company	Technology
Industry	Technology
Role	Interim IT-Manager Europe
Project	Interim IT-Management

- Management of IT Europe including management of employees
- Ensuring IT services in Europe
- Conducting employee interviews (annual interviews)
- Stabilization / standardization after SAP go-live
- Recruitment and management of external consultants
- Regular coordination with US parent company

- Budget planning for the following year including budgeting for new projects
  (SAP related, infrastructure such as servers, Windows 11, etc.)
- Regular coordination / alignments with management (Europe, USA)

Period	02/2021 – 05/2023
Company	Automobilzulieferer
Industry	Automotive
Role	Projekt Manager
Project	Carve Out – Infrastructure (global)

- Carve Out – Infrastructure (global)
  - Preparation Carve Out and creation of the separation concept infrastructure & security
- Creation of Target Operating Model (TOM) for infrastructure and security
- Creation of future IT architecture based on TOM - Development / presentation of the resulting sourcing models (e.g. Managed Service, SaaS, PaaS, Xaas)
- Development of the future IT organization (NewCo) Structure, roles, tasks
- Cost estimation (basic benchmarks for SMEs)
  Change Capex to Opex
  Operating costs
  Transition costs
- Creation of RfP for infrastructure and IT security
- Development of project rough planning for transition to closing

Period	03/2021 – 12/2022
Company	Automotive
Industry	Automotive
Role	Project Manager
Project	Carve In - Integration of a new company (global)

Infrastructue & Security
Planning and design of new infrastructure (e.g. Central DataCenter, Local DataCenter, Network, O365, updates to new platforms)
Step by step implementation / rollout including new end user devices (e.g. laptops, mobile devices)
harmonization
Server integration and virtualization

Period	04/2022 – 06/2022
Company	Energy
Industry	Energy

Role	Project Manager
Role	Project Manager S/4 HANA
Projects	Preparation of a S/4 HANA project (greenfield, best practices)

- Preparation of contract with SAP S/4 HANA
- Selection of implementation partners
- Contract negotiation with implementation partner
- Coordination of companies in Switzerland and the Netherlands
- Preparation of project planning, project budget with implementation partner
- Handover to internal project manager

Period	07/2021 – 01/2022
Company	Aluminium
Industry	Aluminium
Role	Crisis Manager
Role	Crisis Manager
Projects	Crisis Manager – SAP ongoing Implementation

- Analysis of the previous SAP project
- Definition of measures to stabilize IT systems
- Reorganize structures, involve users
- Define responsibilities
- Focus on processes, scope
- Regular and close reporting and coordination with CEO, COO, CSO and Managing Director Romania
- Set up teams to correct errors from GoLIve (cleaning tasks for business)
- Risk assessment - Decision template
-

SAP implementation / conversion to Make to Order

- Decision on a new project with Switch to MTO (make-to-order production)
- Set up a new project with the right business strategy and methodology
- Scoping workshop for a new project
- Project planning, project organization, clear allocation of responsibility
- Close and timely coordination with the Managing Director Romania and the managing directors of the HAI Group
- Test planning, training planning, documentation
- Quality assurance of the results (tests, documentation, etc.)
- Process improvement and conversion as well as SAP implementation with successful GoLive within 2.5 months

Period	01/2020 – 12/2020
Company	Logistik
Industry	Logistik
Role	Projekt Manager
Project	Carve Out – Development of several GmbH's with vertical organization and separation of the IT organization

- IT restructuring within the new GmbHs
- Allocation of IT to 3 autonomous GmbHs based on decision templates
- Design an IT roadmap
- Coordination to ensure IT operations while at the same time separating systems, organization and processes
- Separation of the entire IT infrastructure with simultaneous data exchange due to customer / supplier relationships of the new GmbHs
- Consideration of company-specific applications, industry solutions and in-house developments with regard to separation and further development
- Tender outsourcing infrastructure and networks
- Selection process ERP solutions (Cloud)

Period	01/2019 – 10/2019
Company	Retail
Industry	Retail
Role	Project Manager
Project	Transformation of SAP systems and other IT systems into multi-cloud solutions

- Transformation into a flexible cloud landscape to digitize business processes
- Migration of all SAP on-Premise systems into SAP HEC (HANA Enterprise Cloud); including migration of DB to HANA
- Transition of further IT systems and applications into a second cloud solution
- Harmonization of the planning of further, ongoing projects for the transformation project
- Coordination, coordination and involvement of external providers
- Management and coordination of approx. 10 subprojects
- Resource planning (internal, external)
- Coordination and reporting to the Steering Committee

Period	07/2018 – 01/2019
Company	Retail
Industry	Retail
Role	Interim Manager
Project	Interim Manager SAP CoC / IT

- Setup and Management SAP CoC / IT
- Setup Future IT

- - Definition Service Catalogue
  - Define processes and tools; describe processes, based on the current system landscape and cosnsideration if benchmarks (Headcounts) for further development
  - Define organization and Governance; on basis oft he currentSystem-Landscape as well as consideration of benchmarks (headcount) and further development
  - Define roles and creation of job descriptions
  - Documentation
- Update IKS (Internal Controllsystem) from an IT-(Audit)Perspective
  - Introduce / Implement ITIL-based processes
  - Define / describe processes and implementation in HelpDesk
- Architektur / Systemlandschaft
- Desciption and Implementation of various processes, such as
  - Account- und Role-Provisioning

Period	12/2017 – 06/2018
Company	Finance
Industry	Finance
Role	Senior Project Manager
Project	Carve Out / M&A

- Analyses, Planning and technical execution of a Carve Out of a business unit
  - Effort / cost planning for different scenarios of the Carve out
  - Resource planning / staffing (internal and external)
- Support/Preparing Virtual Data Room for Due Diligence
- • Analysis, planning and execution of the spin-off of a division
  • Project management for IT
  - Operating Model
  - Office IT / Data separation
  - Business Applications
  - Shared Business Applications
  - Infrastructure (Data Center, Network, Security)
  - IT Procurement
- Coordination with the Program Management / M & A / Legal
- Coordination / Alignement with the Program Management / M&A /
  Legal / as well as with the departments to be carved out
  (Finance, Controlling, Tax, Procurement, Business Commercial, Business Operations, Legal, HR, Risk / Compliance)

Period	07/2017 – 10/2017
Company	Manufacturing
Industry	Manufacturing
Role	Project Manager
Project	SAP Project Management (Design phase)

Implementaion SAP Hana Business Suite at a brand deployment company that supports its customers along the complex prepress process, from design to print, thereby maximizing the workflow efficiency

Period	07/2017 – 10/2017
Company	Consulting
Industry	Manufacturing
Role	Project Manager
Project	SAP Project Management

- Conversion of SAP UI5 for MES / MII to a manufacturer of cold-rolled strip steel products
- Rollout planning in various countries

Period	07/2017 – 10/2017
Company	Consulting
Industry	Manufacturing
Role	Projectmanager
Project	SAP Projectmanagement (ME/MII)

- Implementation of SAP ME / MII to a company for functional solutions and engineering in the commercial and private sector
- Planning, budget controlling, resource coordination and planning, controlling external partners

Period	01/2017 – 04/2017
Company	Automotive
Industry	Automotive
Role	Project Manager, Consultant
Project	Creating Tender documents as a basis for digitalization

Create global tender documents for Infrastructure target fields:
- Data Center
  Consolidation Infrastructure and Cloud-Readyness, Standardization, Increasing Virtualisationrate, Configuration Cloud-Features, Optimization Tool-Landscape, Storage-Optimization, Active Directory Consolidierung
- Network
  MPLS offloading via Internet VPN
- Security
  Strategy, Automatisation IAM-Processes, Cloud Risk Framework Implementaion SOC (Security Operation Center)
- Workplaces
  Global Service Desk, Office 365

Period	01/2016 – 07/2016
Company	International Consulting Company
Industry	IT Consulting
Role	Program-/Project Manager
Project	Program-/Project Manager

- Project Management SAP for an international Pharmaceutical company within creating a pilot and international roll-out
- Strategy consulting for an international Pharmaceutical company - Bid Management to merge for various locations into SAP Hana Business Suite
- Preparation Carve Outs
- Coordination of SAP Implementation projects ((FI, CO, MM, WM, SD, WM))
- Spot Consulting
- Creating training material for project management trainings

Period	04/2014 – 12/2015
Company	Media Company
Industry	Media Company
Role	Project Manager
Project	Project Management SAP

- Scope-Definition, RFP-Evaluation, Contract negotiation
- Project Management SAP Implementation (FI, CO, MM, SD, CRM, FI-CA)
- Project Controlling
- Test Management

Period	10/2014 – 03/2015
Company	Entertainment
Industry	Entertainment Company
Role	Consultant
Project	Consultant

- Process- and cost analysis in IT
- Creating a design with identification of potentials for cost reduction with prioritization
- Development of a first time- and action plan

Period	05/2013 – 05/2014
Company	Wood production
Industry	Wood production
Role	Project Manager
Project	Project Management SAP

- Project Management SAP Logisics
  Production planning, Variant Configuration, Sales, Distribution, Controlling, Finance, Materials Management
  (FI, CO, MM, SD, PP and several interfaces)
- Definition Project Methodology, Definition Structures, Definition Templates
- Project Management, Project planning, Project controlling
- Management external suppliers

Period	06/2012 – 05/2013
Company	Pharmaceutical
Industry	Pharmaceutical Industry
Role	Program-/Project Manager
Project	Program-/Priject Management

- Program Management Saas (SuccessFactors) Performance Management, Learning Management, Recruiting Management, Compensation Management
- Projeckt Management Finance (Credit-, Dunning-, Dispute Management, Accounting Reconciliation)
- Coordinierung Validiation (GxP) for IT-Systems
- Projectplanning, Budgetplanning
- Project Management for further Projects in the area HR/HCM, Finance

Period	12/2011 – 06/2012
Company	Chemical
Industry	Chemical Industry
Role	Interim Manager
Project	Head of Global Services and Application Management

- Effective management of global services and products in the SAP area
- Strategy- and process development as well as implementation
- Increase efficiency and effectness
- People management (global) for approx. 90 FTE's

Period	06/2011 – 10/2011
Company	Chemical
Industry	Chemical Industry
Role	Project Manager
Project	Management for a preparation of a Joint Venture and responsible for the Carve Out of a company from the global IT-Landscape

- Setup and migration of the total ERP-Landscape
- SLO for the involved SAP-Systems
- Separation and Migration of the relevant applikation-landscape
- Separation and setup infrastructure and network
- Projektplanning, CutOver-Planning
- Create and control the projekt budget
- Contract negotiation and monitoring of external service providers
- Coordination and control of all project teams
- Direct Report to the board

Period	0§/2010 – 11/2010
Company	Retail
Industry	Retail
Role	Project Manager
Project	Project Management of several Roll-Out-Projects SAP

- Rollout-Planning SAP MM, SD, FI, Retail
- Workforce Management

Period	01/2010 – 03/2010
Company	Manufactoring
Industry	Automotive
Role	Interim Manager / Project Manager
Project	Set up Shared Service Center

- Defintion Strategy

- Select location(s)
- Business-Planning
- Implementation planning

Period	05/2009 – 11/2009
Company	TK-Company
Industry	Telecommunication
Role	Interim Manager
Project	Interim Management, IT Shared Enabler

- Interim-Management Department Revenue Assurance Tools
- Interim-Management Department Partner Billing Tools
- Interim-Program Management Revenue Assurance Tools (national, International)
- Interim-Program Management Partner Billing Toos (national, International)
- Manage 35 FTE's
- Support in elaboration and contract negotiation for a sourcing (offshore) of partner billing applications

Period	12/2008 – 02/2009
Company	Pharmaceutical
Industry	Pharmaceutical
Role	Project Management / Consulting
Project	Demand Management Process

- Consumption review of Infrastructure services
- Establishing guidelines and processes for optimized demand management
- Identifying short-, mid- and long-term cost reduction opportunities
- Implement quick wins, launch mid- and long-term activities

Period	09/2008 – 1/2008
Company	Coal Mining
Industry	Coal Mining
Role	Project Management / Consulting
Project	Support / Definition of Future IT related to Outsourcing

- Outsourcing-Contracts (Prices, time schedule, quantities, etc.)
- Define Pricing models
- Define Service Levels / Products

Period	02/2008 – 06/2008
Company	Machine production
Industry	Engineering
Role	Interim Management
Project	Interim Management of Business Support Process Team

- Manage Business Support Team (14 FTE's)
- Implementation ITIL-Processes (Change Management)
- International coordination of changes (SAP FI, SAP CO, SAP HR, Lotus Notes)
- Project management IT-internal processes

Period	10/2007 – 12/2007
Company	Service / Repair
Industry	IT
Role	Interim Management
Project	Project & Process Management (Increase productivity, Increase quality

- Project planning
- Project structure
- Define tasks on basis of audit-report
- Process improvement
- Define new organisation
- Planning and execution of reviews
- Project controlling
- Reporting to Steering Comittee (International
- Consulting / Definition of job profiles
- Consulting / Moderation internal conflicts
- Consulting Change Management

eriod	11/2006 – 09/2007
Company	Service
Industry	Services (Catering, Facility Management, Security, Cleaning)
Role	CIO
Project	Takeover the national and international responsibility for the IT-Organisation

- Define IT-Strategy
- RfP's for Web-Hosting, ERP-Selection
- Support Projects in start phase
- Contract Management
- Outsourcing Consulting

Period	08/2005 – 09/2006
Company	IT-Consulting
Industry	IT-Outsourcing
Role	Bid-/Pursuit Manager
Project	Takeover the national and international deal responsibility with co-ordination (in terms of Engagement Management / Project Management) of several Delivery- and Sales-Units during the Sales- und Proposal-Process for (complex) outsourcing projects.

Planning und Execution of Due Diligences at Outsourcing deals in Central Europe.

Exerpt of managed and also negotiated projects:
- BPO (Finance & accounting) for a retailer
- BPO /Finance & accounting) for an insurance company
- IT-Outsourcing: Hosting SAP-Services for a Russian company
- IT-Outsourcing: Infrastructure Management – Data Center Services
  with consolidation and virtualisation; including staff transfer
- IT-Outsourcing: Infrastructure Management – Data Center Services
- Consolidation and moving Data Centers

Period	11/2003 - 07/2005
Company	Several companies
Industry	IT-Consulting / several industries
Role	Project Management, Consuting
Project	Feasibility study in the public sector for an asset management system

Project Management in the public sector
- business process consulting
- co-Project Management for the internal PM

Program Management in the Telco / Finance industry
- Implementation planning of a MPLS network in Europe
- Implementation planning of encryption software in Europe
- Management of project teams (more than 100 team members)
- co-ordinate quality and risk requirements
- co-ordinate contract management
- planning international roll-out (Europe, USA, Canada)
- co-ordinate international teams

Planning (Sales and Programme Management) an Outsourcing-Deal for a Contact Centre

Period	06/2002 - 12/2003
Company	IT-Systemhouse
Industry	IT-Consulting
Role	Senior Manager / Program Manager
Project	Takeover the national and international Deal responsibility with co-ordination (in terms of Engagement Management / Project Management) of several Delivery- and Sales-Units during the Sales- und Proposal-Process for strategic projects.
	Management of the Sales-Processes of several Sales- and Delivery-Units and external Service Providers during the proposing for the Bundesagentur für Arbeit.
	Planning und Execution of Due Diligences at Outsourcing deals in Hungary and the Netherlands.
	Co-ordination of Sales-Processes during the acquisition of a Desktop-Services-Deal

Period	06/1999 - 05/2002
Company	IT-Systemhouse
Industry	IT-Consulting
Role	Senior Manager
Project	Profit-/Loss-Responsibility and Management for the international companies of the Unit Enterprise Business Solutions in Europe.
	Reponsible for Business Development, Management, Interims-Management, Sales and PreSales in the area of SAP-/ERP-Consulting Services in Europe.
	Support at Due Diligences during M&A Activities and Outsourcing-Deals

Period	05/1997 - 08/1997
Company	IT-Consulting
Industry	IT-Consulting
Role	Manager / Member of Supervisory Board
Project	Manager of the SAP-Consulting unit at a Swiss IT-Consulting company with international direction.
	Build-up the international SAP-Consulting business

Further projects on request