



## PROFESSIONAL CAREER

### LEFKES UNTERNEHMENSBERATUNG GMBH

- founder and managing director

### OTTO GROUP

- project manager of major strategic projects
- business architect of multichannel trade, procurement, and planning
- scope manager of SAP implementation
- IT area manager for business architecture, key accounting and controlling

### OTTO GROUP / POSTHAUS BRAZIL

- project manager of market test Brazil

### LASCANA

- managing director of stationary and multichannel trade in product range swim/underwear

### EDDIE BAUER GMBH & CO. KG

- director merchandising for market launch and development of joint venture (USA)

### SPORTSCHECK GMBH

- B2B and B2C leftover liquidation manager including multi-branch operations, Web shop, and catalogue business
- manager exports for market development Switzerland
- manager imports for build-up and development of private brands and procurement logistics

### ROHÈ GOLF-HANDELS GMBH

- purchaser and planner
- reorganisation of shipments department and branch management
- advertising coordination and marketing

### GOLF HOUSE DIREKTVERSAND

- customer-service manager for procurement of golf clubs and accessories, production, and customs fitting

- reorganisation of central warehouse
- preparation of mail-order catalogues

### COMMERZBANK AG

- bank clerk

### Education:

- bank clerk apprenticeship (Commerzbank AG Mannheim)
- technical gymnasium Heidelberg (owner of the Scheffel award)
- languages: German first language, English advanced/professional knowledge (business approved), French basic knowledge

## FUNCTIONAL EXPERTISE

### BUSINESS DEVELOPMENT

- structure and development of new business areas
- national and international market and segment evaluations
- joint-venture implementations
- multiplication of multichannel business models
- brand and private-brand development
- cross-marketing
- shared services
- development of end-to-end process and reference models

Representative experience based on managed projects or due to line function:

1. Market entrance of Eddie Bauer in Europe and multiplication of business model in Germany and Switzerland by SportScheck, Heine, Alba Moda and Otto. Planning, forecasting and controlling of all distribution channels e.g. retail, mail order and e-commerce.

Total annual sales volume > 100 Mio. €

2. Line director and project manager for implementation of brick and mortar operations for following mail order companies SportScheck outlet line HotSpot, Apart, and Lascana. Profit centre realization for SportScheck division HotSpot including development and implementation of corporate design for individual store design as well as throughout all distribution channels from web shop up to catalogue layout. In case of Apart, Eddie Bauer and Lascana additional enhancement of materials-management system, combined with new developed planning and business intelligence system for multiple floor space and merchandise. Total sales volume only at SportScheck HotSpot > 13 Mio. € operating profit, sales area > 4.000 m<sup>2</sup>, annual cost of sales > 35 Mio. € and more than 300.000 active customers.

#### PROGRAMME AND PROJECT MANAGEMENT

- specialist and technical (development/operations) project management
- requirements and portfolio management
- interdependence analysis
- project initiation
- project planning (scope, deadlines, budget, and quality)
- risk and communication management
- project-controlling (time/budgetary/progress control)
- test management (specialist and technical)
- roll-out and start-up support
- crisis intervention

Representative experience based on managed projects or due to line function:

1. Technical and functional project manager for system migration of SportScheck into Otto Group system landscape.

By big bang all existing applications for Germany, Austria, Switzerland and the Netherlands have been closed down and switched on in the new landscape. Duration of the project included 18 months of time, 165 system developers based on four different locations.

Overall 6.000 man-days and in addition 3.000 man-days for technical and functional testing. Project was delivered in time, quality and IT-budget of 6 Mio. €.

2. Scope- and portfolio management in a multi project environment for redesign of Otto Group applications by custom made Java technologies and SAP applications.

Main task was to identify major functional interdependences between individual projects and programme, thereafter put them in order to define stories and features for technical development. Initial development of business processes and process model for trading firms and in accordance to design functional topology for process modelling. Further on central resource-planning and -controlling for complete programme of >400 internal and external employees, annual budget > 30 Mio. €.

3. Numerous missions as functional architect and project manager for crises intervention of programmes and major projects did include activities as scope management and redesign, management of interdependences, skill- and resource adjustment, functional and technical concept amendments, controlling of services providers, technical and functional testing and roll-out responsibility up to complete takeover of programme and project management.

Exemplary implementation of task forces to realize requirements in interdisciplinary, high-risk, time-critical and complex environments.

#### PROCUREMENT AND ACQUISITION

- product-range planning
- creative procurement and collection development
- shaping of catalogues in multichannel environment
- category management
- market and supplier selection and evaluation
- quality management including business and social auditing
- procurement logistics and supply-chain management
- conditions management
- logistics supplier integration

Representative experience based on managed projects or due to line function:

1. Manager import at SportScheck responsible for initial set-up and development of private brands, e.g. Maui Wowie. Distribution throughout SportScheck as well as specialised traders. Product range did include apparel as well as shoes and accessories. Finally 20 private brands containing 25% of total sales have been long-term established.

2. Director Merchandising at Eddie Bauer including 50% unique style development of total assortment especially for European market. Planning and controlling responsibility did include development of 12 catalogues (>100 selling pages) per year, web shop management, 11 retail stores and multiplication in four additional mail order companies. Implementation of brand new planning and merchandise management system. Development of new forecasting and procurement functions and algorithms for multichannel requirements.

Sourcing target was strategic setting of second and third-party vendors and manufacturers. Auditing was based on joint-venture structure and did include American (FLA) as well as European standard (BSCI). Product development and workflows did include complete product lifecycle from planning, design, quality assurance up to finally leftover liquidation. Total sales > 100 Mio. € per year.

#### MARKETING AND SALES

- international market tests and potential assessment
- development and implementation of corporate design/identity via distance and over-the-counter trade (up to shop-fitting)
- brand management
- customer relationship management
- preparation of advertising materials including international cross-selling
- action-chain and circulation management
- benchmarking
- market-launch strategies

Representative experience based on managed projects or due to line function:

1. Managing director Lascana responsible for retail market entrance, corporate design and corporate image. Covering all aspects from store design up to merchandising, customer communication, customer services and brand management. Lascana is located in more than 50 stores and umbrella brand for 20 additional sub brands.

Further main topics with major responsibility:

- concept test and benchmarking in Brazil
- brand management for SportScheck private brands and leftover liquidation brand HotSpot by SportScheck throughout all distribution channels
- development of advertising media/catalogues including action chain and circulation for Eddie Bauer in Germany, Austria and Switzerland

- event management, direct mailings and marketing cooperation's for HotSpot by SportScheck store openings
- brand management and brand positioning for Golf House and Golfdiscount (Rohè Golf Handel) hard goods
- development of multichannel tools to manage customer target groups via all distribution channels including definition of standardized KPI's

#### LOGISTICS

- international procurement logistics with freight management, rating, and customs clearance
- warehouse logistics
- goods redistribution
- B2C and B2B distribution logistics
- branch distribution
- inventory management
- returns logistics

Representative experience based on managed projects or due to line function:

1. Tasks as import manager at SportScheck did include initial setup of international logistics procurement for private brands, freight forwarder negotiations, handling of documents, archiving, rating and customs clearance. Responsibility as export manager was export execution of market entrance of SportScheck to Switzerland. Total import volume from 4 different countries > 30 Mio. € cost of sales per year.

2. In the course of Otto Group wide projects warehouse logistics have been optimized and different locations have been consolidated by using new developed inventory management system. Further synergy projects did include centralization of import departments of the Otto Group or definition of service scope between logistics and mail order companies. Total logistics volume of the Otto Group in Germany > 1 billion € per year.

Further main topics with major responsibility:

- restructuring of main warehouse logistics at Rohè Golf Handels GmbH
- inventory and return management at Golf House
- integration of logistics and IT-systems into existing mail order processes at Apart, Eddie Bauer, Lascana and HIS
- initial development of B2B merchandise management system for the Otto Group
- establishment of Cross-Selling between SportScheck and Otto

## PLANNING/CONTROLLING/BUSINESS INTELLIGENCE

- cost and results planning on basis of profit centre (down to style)
- development of stationary planning systems for floor-space and block-building-concepts
- development of cross-channel KPI for multichannel trade
- definition of master data and organisational structures as basis for business-intelligence evaluations/algorithms
- specification of technical correlations for BI applications
- implementation of corporate-management tools for cross-channel inventory management of clients and product ranges
- surplus planning and use
- business-plan preparation for market launches and acceptance tests

Representative experience based on managed projects or due to line function:

1. Director merchandising for Eddie Bauer responsible for overall planning of all marketing and merchandising activities for all existing distribution channels such as web shops, catalogues and retail stores, additional 4 Otto Group companies and 3 countries. All based on individual developed master data and organizational structures providing data for four different business intelligence applications, consolidated in planning, forecasting and controlling.

Further main topics with major responsibility:

- simulation tool for merchandising carry-on management and multiplication of spreadsheets and styles
- development of business cases as functional requirements for recommendation engines
- definition of business objects and attributes for commercial environment
- development of pricing and product placement functions for leftover liquidation

## ORGANISATION

- IT employee development program with initial definition of skills and job profiles combined with corresponding development stages
- definition and setup of organisation and academy for staff training
- development and implementation of new organizational units in existing company structures

- reorganisation of company structures and processes attended by team building events
- coaching of executives and senior management with main focus on learning aptitude
- leadership of intercultural projects between Germany, USA, Japan, Brazil and Turkey

Representative experience based on managed projects or due to line function:

1. Initial development of IT employee programme to encourage IT organisation of the Otto Group. Based on specialized interview technics with and without supervision definition of skill and job profiles. Profiles and corresponding developing stages have been integrated in performance measurements and management assessments. Qualification of horizontal job moves e.g. professional database developer to junior architect.

Total number of effected employees > 300 employees, located on all IT areas from development up to test, rollout and operations.

2. Every start up or remodelling of business models will effect functional areas, company structures, functional and technical processes, all depending on budget and sales. As head of Eddie Bauer joint venture it was main focus to implement American brand in Germany, therefore it was necessary to build a scalable organisational structure to cooperate with partners in the USA and Hong Kong. This cooperative trading model was arranged to guarantee the business maturity of the brand Eddie Bauer and integrated functional units in four different countries, seven companies and twelve business units.

3. Otto Group crisis manager in interdisciplinary projects, e.g. consolidation of locations in warehouse logistics or centralisation of independent import departments. This role required the ability to integrate management and employees of different hierarchical levels. Main goal was to identify and lift potential synergies and to generate functional benefits. Due to the fact to assure maximum acceptance and support of all engaged partners. Total volume of synergies added up to > 100 Mio. € by the end of 2013.

## IT MANAGEMENT

- architecture and technical topology
- analyses and valuations
- programme and project management (agile and waterfall methods)

- governance (active management)
- controlling and progress control
- quality management
- service management

Representative experience based on managed projects or due to line function:

Area manager IT of the Otto Group responsible for key accounting, requirements engineering, functional and technical architecture, planning/controlling and resource management. Annual project budget > 400 man-year and more than 100 ongoing projects.

Further topics with major responsibility:

- business requirements engineering for all domestic Otto Group members
- reusability and multi-client capability of IT features and services
- business architect for multichannel, retail, merchandising and planning
- initial setup of project process model and project governance structure
- multi project- and portfolio management
- test-, release- and rollout management

Additional projects and consultancy (excerpts):

EDDIE BAUER INC. SEATTLE, UNITED STATES

- market entrance Europe and setup of vendor management (social auditing, etc.)

SERA TEKSTIL, ISTANBUL, TURKEY

- collection development

EDDIE BAUER INC. , HONG KONG, CHINA

- multiplication supply chain and vendor management

APART INT. GMBH, HAMBURG, GERMANY

- planning systems and stationary implementation

FRANKONIA HANDELS GMBH UND CO KG,  
ROTTENDORF, GERMANY

- assessment procurement systems

SALT SOLUTIONS GMBH, DRESDEN, GERMANY

- enhancement of materials-management system

HERMES FULFILMENT GMBH, HAMBURG, GERMANY

- definition of logistics services

HEINRICH HEINE GMBH, KARLSRUHE, GERMANY

- centralization of imports and exports management

ALBA MODA GMBH, BAD SALZUFFLEN, GERMANY

- assessment procurement/planning systems

SCHWAB VERSAND GMBH, HANAU, GERMANY

- stationary conception

HIS TEXTIL GMBH, HAMBURG, GERMANY

- implementation of wholesale management