

HOW TO BEAT AMAZON IN AI

Michael Mueller-Wuenssch,
CIO of the German Retailer Otto

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AI IN AMERICA IS STILL LEADING



Of course, this doesn't always have to stay that way, as the article about the German retailer Otto shows (see page 62). And it will certainly not stay that way if China continues to push ahead with its support. „Why China can do AI more quickly and effectively than the US” Lee has titled his article in which he conclusively proves why we should visit China at CIOmove 2020. The insights generated there by data from payment systems like Wechat alone give AI an extra boost.

Unfortunately, what is not discussed enough in China, the US or Europe: What ethics do we apply to the algorithms we are currently developing? They don't have any of their own. And in ten years' time it will be difficult to question established algorithms again. We should talk about it now. Also with politicians and the military.

Hoping to see you in May at Columbia University, the UN and Westpoint.

Prof. Art Langer, Director of the Columbia Center for Technology Management (on the left), and Horst Ellermann, Editor in Chief

CIOmove 2019 is going to the US for two reasons. First: At the CIOmove to Spain (2017) participants filled out a destination survey. Tel Aviv and New York tied for first place (on a scale from 1 to 5, both cities ranked at 1.9). We then started with Tel Aviv, because the entry regulations to the US in 2018 threatened to become absurd. Meanwhile the Midterm Elections have shown that not only nationalists live in this country. It's time to refocus on the good side of America, see agenda for New York on page 6.

Secondly, Artificial Intelligence will be our main topic in 2019 and America is still leading in this area. "The US and Canada have 100 percent of the top 10 AI researchers, and 68 percent of the world's best 1000 researchers, writes Kai-Fu Lee in "Wired". Lee should know. He was the president of Google China and held executive positions at Microsoft and Apple previously. These companies - plus Amazon and Facebook - use the information they collect much more effectively than other companies.

IMPRINT

CIOmove | Innovation. Integration. Intelligence

Editorial team: Horst Ellermann (V.i.S.d.P.), Thomas Pelkmann, Diana Buechner, Caro Franke, Friederike Meier-Burkert, Sabine Letz, Claudia Ellermann and Cecile Hermanns (Translations); Photos: David Ausserhofer, Johann Duehring; Cover: Otto Group and NYC Tourism, BCE Hornblower, Kate Glicksberg Art Director: Rika Beisenherz/Faktor3 Design Print: wirmachendruck.de Munich: 2018



Photos of CIOmove 2018 were taken by Johann Duehring (Videographer) and David Ausserhofer (right). See more on www.ausserhofer.de and ciomove.com/gallery

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Thanks to Skybox for the warm welcome in Tel Aviv



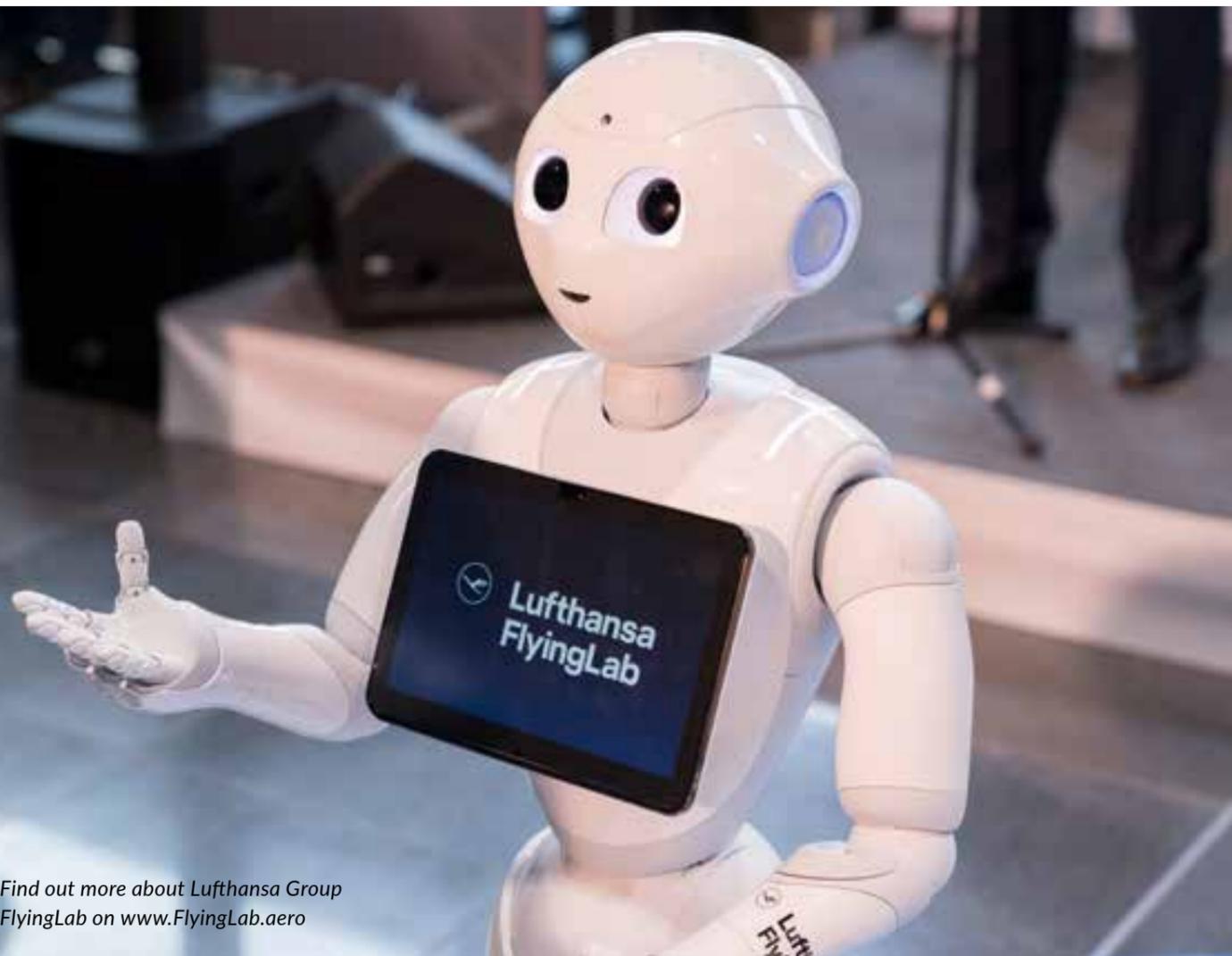
Skybox solutions drive effective vulnerability and threat management, firewall management and continuous compliance monitoring with unparalleled visibility and context-aware intelligence of the attack surface. Established in 2002, Skybox is a privately held company with worldwide sales and support teams serving an international customer base of Global 2000 enterprises and government agencies.



Skybox delegate at CIOmove 2018 was Gidi Cohen, CEO and founder

IN A “FLYING LAB” TO NEW YORK

Columbia University, United Nations Headquarters, and the United States Military Academy in Westpoint are the highlights at CIOmove 2019. Participants from Europe, Africa and Asia may experience a fourth attraction: In the Lufthansa “Flying Lab” they can start the conference in Frankfurt already.



Find out more about Lufthansa Group FlyingLab on www.FlyingLab.aero

CIOmove 2019 begins in the airplane: On May 1st at 11 am, LH 400 will take off from Frankfurt with destination to John F. Kennedy Airport in New York. 60 seats on board the A380 are reserved for CIOmovers. Just book a business or economy ticket on Lufthansa.com or any other traveling platform and tell us your booking number. You will then be resealed to the designated area of the “Flying Lab” by the Lufthansa team. Seats will be assigned on a first come, first serve basis – so you better book your flight soon. The first seat in Business Class is already taken by Lufthansa CIO Roland Schuetz: “Of course I will join you,” he says: “There is no more exciting way to get from A to B than in our Flying Lab.”

There are two things that make the Flying Lab special: On the one hand, participants will receive a tailor-made program in their seats which will introduce them to the main topic of CIOmove 2019: “Artificial Intelligence”. The right strategy to use AI will be explained by Professor Art Langer, Director of the Center for Technology Management at Columbia University. At the United Nations, CIO Atefeh Riaz reports how AI makes the world a better place. And in Westpoint, Brigadier General Cindy R. Jebb tells us about “AI in Warfare”. Cindy is also the Dean of the world-famous military school.

In total Art has prepared three things for the Flying Lab:

- a) With the “Korb Learning Style Inventory” of the personnel consultants Korn Ferry all participants (also the spouses) can learn more about their personal learning behavior.
- b) With the “Langer Maturity Arcs”, CIOs can test which IT management behavior they maintain – and which would be appropriate for their company.
- c) A small tutorial teaches how CIOs develop their own AI strategy: “Some colleagues are a little bit behind in defining the advantages of AI for their enterprises I found during my CIO sessions last year in Israel”, Art said. At the end of the eight-hour flight, he promises, all participants will know what they need for a good AI strategy.

In addition, we are currently preparing another learning unit for the Flying Lab: Jürgen Pinkl from Accenture had the idea to have the CIOmovers jointly write their own small AI program during the flight. With TensorFlow from Google, a small image recognition software could be developed that helps all participants to better survive in the New York metropolitan jungle. The whole tutorial



Photo: Eileen Barroso, Columbia University

Alma Mater on Columbia Campus

should be so simple that also CIOmovers without knowledge in Python or C++ have a feeling of success. How well TensorFlow gets along with our own little Wifi in the A380 we will find out.

The second big advantage of the Flying Lab is that every participant has interesting neighbors right from the start... As long as there is no air turbulence – which is unlikely in May – we will be allowed to change seats to meet more peers As always with CIOmove, everyone will know everyone by the end of the journey. Around two thirds of all participants have already met ...

49 CIOs have visited more than one CIOmove, see www.ciomove.com/participants-2018/

Five have never missed a CIOmove since the beginning in 2014.

Meet 20 Newbies on “Peer’s Day”

We will meet many newcomers in New York. Our partner networks “CIO Executive Council” (a branch of the CIO magazine in Boston) and the “CIO Association of Canada” will send significantly more CIOs than in previous years. And Art Langer will share his network: 240 mentors from the business world look after his students at Columbia, of which many are CIOs. We expect a minimum of 20 new CIOs from North America. This could make the Americans the strongest faction at CIOmove. In Israel 2018 it was the Germans, ahead of the Poles, Brazilians and Israelis. Counts will be tallied on Wednesday, May 1, at 6:00 pm at the Get Together in Mid-Manhattan.



Grand Central Station

As always, the second day is reserved for academics. This year it is called “Columbia’s Day” because we will spend at least half the day at the Ivy League University. The topics that we will discuss in detail later in the CIO sessions will be presented here. New this year: The Columbia students of the Executive Programs are also allowed to present topics. Similar to 2016 at l’École 42 in Paris, we hope for fresher input from the students. Maybe they associate AI with very different ideas than we do. Between sessions, we will also have guided tours of the Columbia site: The first atom bomb was planned there (“Manhattan Project”), books older than many European universities are stored there, Data Scientists fill an entire skyscraper and runners among the CIOmovers can exercise on a 400-meter lane there – indoors!

For the last CIO session on Thursday we will return to Midtown, more exactly: to 1166 Avenue of the Americas. This is where Sprint resides. The American communications company operates in over 150 countries around the world and sees itself as an enabler for AI. “I’d like to say



Train to Westpoint

more about how AI and IoT relate to 5G,” says Sprint Business President Jan Geldmacher, who many may still know as CEO of Vodafone Global Enterprise. Geldmacher gets the opportunity to do so at a dinner at Sprint offices designed by WeWork. CIOmovers already knows the co-working space provider from the last CIO session in Tel Aviv. Like Sprint, WeWork is partially-owned by the Japanese SoftBank Group. The Sprint/WeWork location is not only suitable for working, but also for celebrating.

Yes, We Are On a Train Again

On Friday we will celebrate “United Nation’s Day”. In fact, much more is happening on this May 3rd, but let’s start at the beginning: First, Atefeh Riazzi, CIO at the United Nations, will explain how she uses IT and where AI simplifies her work in predicting refugee flows, for example. Then we will get a guided tour through the historic halls where Nikita Khrushchev took off his shoe – if the history of the UN General Assembly in 1960 is true. At that time, the Kremlin leader is said to have hammered his right

shoe on the lectern. In the meantime, however, historians doubt whether the photo of evidence is a forgery after all. Blustering politicians and fake news are not really new, we will learn.

From the United Nations Headquarters we will walk to the Grand Central Station. This train station built in 1913 is worth seeing, and finally we can do again what is essential for a CIOmove: Train travel. We already rode through Spain, France, Switzerland and Germany debating in beautiful railway compartments. Only in Israel we had to do without it, there aren’t any compartments in the holy land. In New York the journey by train can continue now – but not for very long. After one hour we will already reach Peekskill, our destination station in the mountains north of New York. We will cross the Hudson River there and spend the night in the venerable Hotel Thayer. In this “Historic Hotel of America” once slept the generals Robert E. Lee, his opponent in the civil war Ulysses S. Grant (later US President), Douglas MacArthur and other noteables like Edgar Allen Poe.

Saturday, May 4, is Westpoint’s Day. Where the Hudson becomes so narrow that George Washington thought he could stopt English ships with a chain, there has been a fort since the War of Independence. Well, the chain didn’t work out. Before it could even be stretched across the Hudson, the British bombarded the fort. But after the war the United States Military Academy was founded there, where cadets learn civil engineering, among other things. Every fourth officer of the army has enjoyed his technically oriented education there. “Technology is an important part of our training,” says Brigadier General Cindy R. Jebb. Cindy will tell us about “AI in Warfare”.

Saturday will also be our day to relax. Around Westpoint there are plenty of opportunities for hiking, cycling or paddling. We are only 50 miles from Manhattan, but black bears live here in the largely untouched forests. Our event manager Caro Franke has not yet determined exactly what the recreational program will be like. But knowing Caro: It will be extraordinary. Climbing with black bears perhaps could be left out.

If you are in a hurry, you can use the shuttle bus back to New York on Saturday to reach the night planes back to Europe. However, we recommend to stay one more evening in Manhattan. Our closing party will again be a highlight to improve your own network. And if you like, you’ll have a nice breakfast with your peers on Sunday and may spend the rest of the day with your spouse in New York.



Thayer Hotel at Hudson River

AGENDA OVERVIEW

DAY 1: Wednesday, May 1 (Peer’s Day)

- 11:00 am Lufthansa Flying Lab in LH 400
- 1:40 pm (for those who travel via Frankfurt)
- 6:00 pm Get Together at hotel “Freehand”

DAY 2: Thursday, May 2 (Columbia’s Day)

- 9:00 am Transfer to Columbia University
- 10:00 am Welcome by Prof. Art Langer, Director of the Columbia Center for Technology Management
- 10:15 am Presentation of new Topics (Time to select topics for CIOs, who have not been in the Flying Lab)
- 12:00 pm Lunch
- 1:00 pm 1. CIO-session (all topics concerning innovation)
- 2:00 pm Guided Tours at Columbia (also for spouses)
 - To Collection of Rare Books
 - To Center for Data Scientists
 - To Sports Facilities
- 3:00 pm 2. CIO-session (all topics concerning integration)
- 4:00 pm Transfer to the Office of Sprint
- 3. CIO-session (all topics concerning intelligence)

DAY 3: Friday, May 3 (United Nation’s Day)

- 10:00 am How IT improves the World – Speeches by CIO Atefeh Riazzi et al.
- 12:00 pm Guided Tour at UN (also for spouses)
- 1:00 pm Lunch
- 2:00 pm Walk to Grand Central
- 2:43 pm Departure of Train to Peekskill
- 4:15 pm Bus-Shuttle to Westpoint
- 4:45 pm Checkin at The Thayer
- 7:00 pm Dinner

DAY 4: Saturday, May 4 (Westpoint’s Day)

- 10:00 am Welcome by the Dean
- 10:15 am Speech: AI in Warfare
- 11:00 am Guided Tour
- 01:00 pm Transfer to Bear Mountain Inn + Lunch
- 02:00 pm Sports (hiking, cycling, swimming, whatever)
- 05:00 pm Transfer back to Manhattan or to JFK airport
- 08:00 pm Dinner/Party

DAY 3: Friday, May 3

"United Nation's Day": CIO Atefeh Riazi will tell us, how to improve the world with Artificial Intelligence. Get a tour through the halls full of history.



DAY 1: Wednesday, May 1

"Peer's Day": Lufthansa-CIO Roland Schütz is waiting for you in his "Flying Lab" on LH 400 from Frankfurt. 60 seats are reserved for CIOmovers who want to learn more about AI during the flight already.

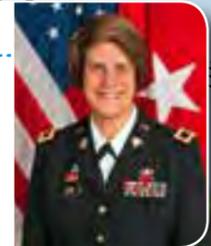


CIO move

Agenda for NY 2019

DAY 4: Saturday, May 4

"Westpoint's Day": Meet Brigadier General Cindy R. Jebb 50 miles up the Hudson river. Cindy is the Dean of the US Military Academy and will tell us about "AI in Warfare".



DAY 2: Thursday, May 2

"Columbia's Day": Prof. Art Langer, Director at the Center for Technology Management, is expecting you. First CIO sessions will be held at the famous Ivy-League-University.



Thanks to Box for the nice walk to Jaffa



Box provides a cloud content management platform to solve simple and complex challenges. This includes sharing and retrieving files on mobile devices as well as complex business processes such as data governance and data retention. Since 2005, Box has made it easier for users to securely share ideas, collaborate with others and complete tasks faster. Today, more than 41 million users and 85,000 companies, 69% of them from the Fortune 500, rely on Box to manage their content in the cloud.



Starting in Tel Aviv ...



... to the beach



Olaf Frank, Munich Re, in the middle



Gerd Niehage, B.Braun Melsungen, Germany



Wojciech Szczesny, CIO at Allegro, Poland



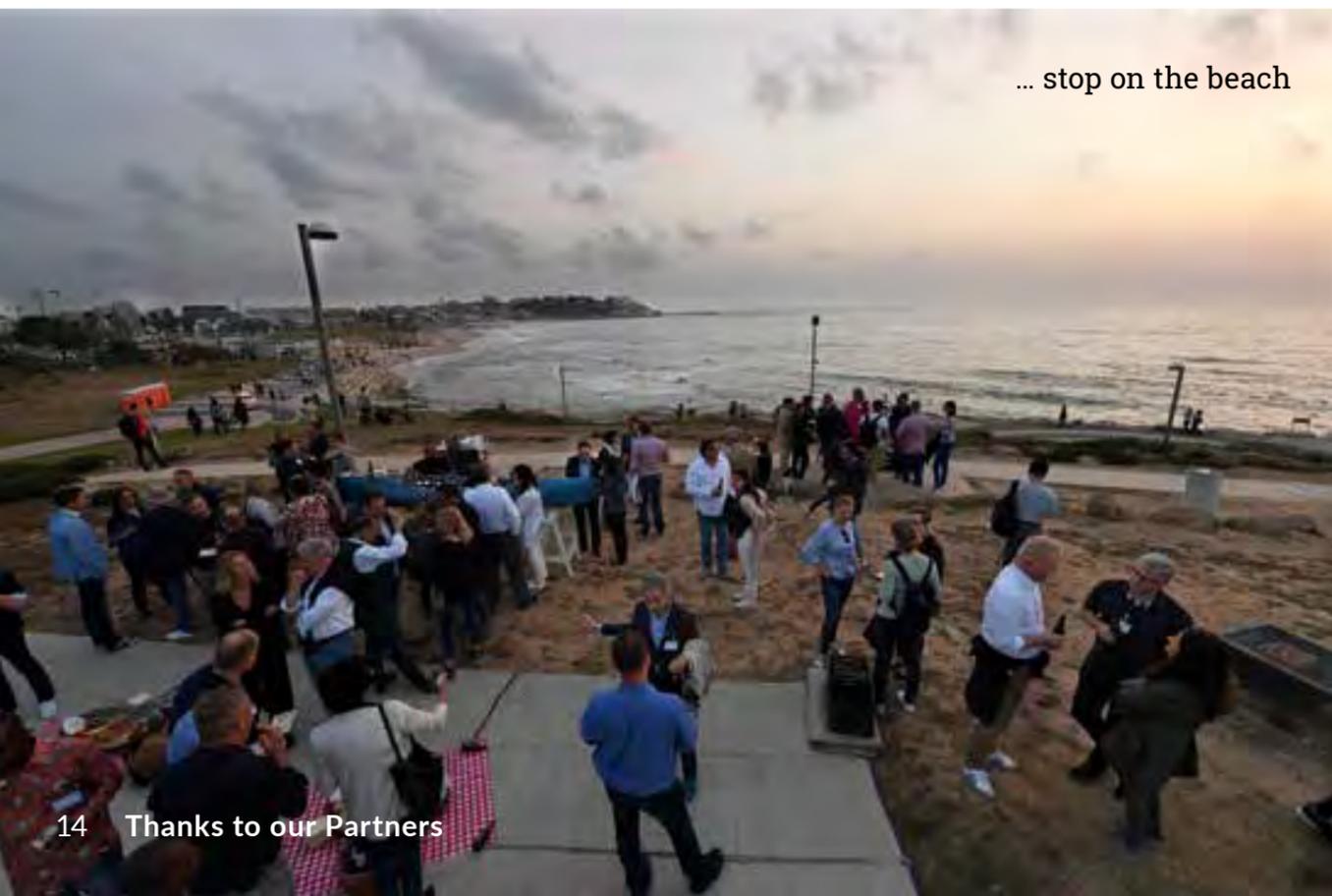
Blanca and Paul Contino, Paul is CIO at Guthrie, USA



Belkis Brito, Alessandra Bomura, Vincenzo Dragone and José Brito, all from Brazil



Harald Berger, Martina Loechle, Dario and Luciana de Almeida



... stop on the beach



From beach to Jaffa



Pamela Herget-Wehlitz at MTU:

“RIGHT DATA – NOT BIG DATA”

Germany’s leading engine manufacturer develops new business models based on data. MTU Aero Engines does not rely on Big Data, but rather on Right Data.

One of her IT teams at the Munich headquarters has been working intensively on data analysis for two years now. Data is collected in all areas of the company: Development, production, MRO (maintenance, repair, overhaul). But so far, the amount of data that Herget-Wehlitz really needs for analyses has generally remained manageable. “We usually talk about gigabytes to terabytes, which we can process with our on-board resources,” says Herget-Wehlitz. The aim should be



Pamela Herget-Wehlitz
CIO of MTU

to collect as little data as possible and only as much data as necessary in order to gain the right insights. In production under full load, Big Data can also cause negative effects: the acquisition and transfer of too much machine data, for example, can overload the control unit of the machine and have a negative impact on component quality. “It is then better to subtract the data at a lower frequency and interpolate the required intermediate states with statistical methods.

This also applies to engines in flight operations: MTU’s many years of experience in the development, manufacture and maintenance of engine parts have enabled it to identify engines from the FF and therefore requires relatively little real-time data from operation in order to be able to plan maintenance and repair cycles with pinpoint accuracy. Forecasts are refined in other ways, for

example by enriching them with flight data, which allows operating data to be compared with weather, flight routes or environmental conditions, thus enabling better conclusions to be drawn about the condition of the units.

The challenge with the “Right Data” approach: “Of course, we have to find out which data we absolutely need for a meaningful analysis and which ones do not provide any additional added value. In addition, there is often the problem that the required data is not available in full or in insufficient quality. Then we have to develop methods to bridge the data gaps that have arisen in order to still obtain valid correlations at the end.”

Data from the Trio

In order to successfully implement analytics in business processes, three disciplines must always work together: a technical expert, i.e. a representative of the department, a data scientist and an expert from the IT department. The technical expert is the requester, he defines the use cases and he usually also contributes the data sources to the project. The Data Scientist contributes his know-how in mathematics and statistics and takes on the task of detecting correlations between data. And the IT department ensures that the right analysis tools and storage systems are available at all times, helping to bridge data silos and ensure the performance required to process the project data. “Currently, about 15 to 20 such projects are running in different stages,” says Pamela Herget-Wehlitz. “We are already very far advanced with some of them.

CIOMove: A look back and a look forward

At the CIOMove 2018 in Israel, the participants already discussed the true value of data intensively. The hype quickly turns into a real productive trend, which Herget-Wehlitz is also aware of: “We are already beyond the time when everyone is going for a data analysis project and chooses an individual approach. Rather, we are now all working in a coordinated manner using established processes and standardized tools in order to ensure truly productive applications and insights on the basis of data and our strategic questions. Ultimately, it’s all about how we get valid, stable and high-availability algorithms”.

For CIOMove 2019 and the continuation of the discussion at a new iteration level, the CIO of MTU Aero Engines therefore has a concrete idea: “The question of interpolation when data is missing is, in my view, a hot topic: How can we generate robust algorithms that lead to meaningful results even with partially missing or erroneous data? The question is noted!



MTU knows its turbines inside and out and can therefore dispense with data from operation.

MTU AERO ENGINES

MTU Aero Engines is Germany’s leading engine manufacturer. A large number of passengers who take to the air in a modern commercial aircraft fly with MTU engine components and parts. In international partnerships and through subsidiaries, the company plays a key role in the development, production and sale of high-tech components and works closely with all major OEMs such as Pratt & Whitney, General Electric, Rolls-Royce and Safran Aircraft Engines. MTU is represented in new commercial and military aircraft engine business as well as in maintenance, repair and overhaul (MRO). Revenues from new engines account for just over half of total revenues; commercial MRO accounts for the second half of group revenues. MTU has 15 locations worldwide and is headquartered in Munich. In fiscal 2017, the MDAX company’s approximately 10,000 employees generated revenues of approximately five billion euros.



Almost every commercial or military aircraft flies with MTU Aero Engines turbines or turbine parts. The smart use of data makes flying even safer – and requires less maintenance.



nagarro

Nagarro provides technology services for digital disruption to both industry leaders and challengers. The team combines design, digital and data to help customers outperform the competition. Nagarro distinguishes by agility, imagination and absolute commitment to the

clients' business success. Well-known customers include Siemens, GE, Lufthansa, Viacom, Estée Lauder, ASSA ABLOY, Ericsson, DHL, Mitsubishi, BMW, the City of New York, Erste Bank, T-Systems, SAP and Infor. Working with these clients, Nagarro continually pushes at the boundaries of what is possible to do through technology. More than 3,500 experts across 12 countries work for Nagarro today. Together they form the global services division of Munich-based Allgeier SE.

Nagarro delegates at CIOmove 2018 were: Balkrishna Dubey, Managing Director in Germany (left) and Ryan Mattinson, Security and Privacy Professional (right)



Israel 2018

Thanks to Nagarro for the beautiful evening in Jaffa



... at the restaurant "Container" in the old port of Jaffa



Christopher Andrews from UK, Gökhan Bilge from Turkey and Sonja and Christian Niederhagemann from Germany



James Renier at the end of the first evening



Ryan and Siril Mattinson, Ryan is security specialist at Nagarro



Balkrishna Dubey, Managing Director in Germany



In the middle: Dorothee Appel, former COO at ING, now CIO at Zurich





Bayer, Monsanto, BASF

CHECKING CROPS AND CARVEOUTS FASTER

Nobody even at Bayer believed that antitrust authorities would watch Bayer swallow Monsanto without complaint. Everyone suspected that parts of the Crop Science business had to be sold. But for a long time it wasn't clear which parts. And to whom.

Daniel Hartert is pleased that his IT is once again the focus of attention. The managing director of Bayer Business Services says that he has rarely received as much attention as in the last two years – from the Board of Management, from employees, from CIO colleagues on Gartner's Research Board. All of a sudden, everyone is wide awake when it comes to Mergers & Acquisitions: "When we presented the plans for Monsanto in 2016, it was clear to us that the more than 30 regulatory

authorities worldwide would impose restrictions on us," says Hartert: "But we didn't know at that point which parts of the business would be affected."

The planned acquisition of Monsanto was aggravated by the following: "We will only receive regulatory approvals if the business units to be divested have already been completely divested. However, the buyer in turn can only confirm that the purchase has been completed upon the completed transfer of all systems," Hartert explains. Americans would call this a "Catch22" situation. Germans tend to speak of the chicken-and-egg problem: the merger only takes place when the sale has taken place. And the sale does not take place until the merger has taken place.

How do you prepare such a deal?

Let's divulge the outcome: In the end, BASF bought parts of the crop science businesses, while Bayer took over Monsanto (see timeline). The first Crop Science package went to the Ludwigshafen-based company in October 2017 for 5.9 billion euros, and 1800 employees changed employers. The second package went to BASF in April 2018 for 1.7 billion, and 2,500 employees changed employers. Vegetable seeds, a few seed treatment products, the research platform for hybrid wheat and certain glyphosate-based herbicides in Europe will now come from Ludwigshafen instead of Leverkusen. Three research projects in the field of broad band herbicides and Bayer's digital farming business have also migrated up the Rhine. "A carve-out of this magnitude normally takes at least twelve months," says Hartert. "But we didn't have that much time."

The business finally became possible because Bayer, together with the IT service provider Tata Consultancy Services (TCS), came up with a "carve-out solution" that at least Bayer and TCS consider to be very innovative.

And this is how it works:

1. A cross-functional team at Bayer Business Services initially prepares the sale. This PreMerger Planning Project ("PrMP") is necessary because for a long time it remains unclear which businesses will have to be sold and who will be considered for their takeover. Bayer could sell the businesses individually or collectively to a strategic investor with the appropriate infrastructure, or to a financial investor. "The prerequisite for this is to equip the businesses to be divested with a fully functional system landscape and with an external IT and BPO service provider," says Hartert: "And the whole thing should be as lean as possible, because private equity in particular likes to be lean."

2. The Bayer team is working with more than 200 TCS employees to develop new processes and systems for IT, procurement, HR, finance and accounting. Three new system landscapes are created. The joint team designs two completely new ERP systems and extends an existing ERP system. More than 25 company codes now function independently of Bayer. The new system landscapes also include 400 non-ERP applications, such as an HR system for more than 3,000 employees in 25 countries and new compensation solutions in 16 of these countries. In addition, the team will provide 9000 new and fully configured laptops and mobile phones.

3. TCS will initially continue to operate the services. BASF has a solution that continues to be functional. "Very often, carve-outs automatically turn the selected provider into the buyer's provider after the transaction is closed - at least temporarily," explains Hartert. "This will allow us to concentrate fully on our own priorities, especially the integration of Monsanto."

The astonishing thing about this approach is indeed that although 4300 employees changed employers in the end, not a single employee from IT, Accounting or Procurement left the company at Bayer.

What didn't go so well with the new carve-out solution? "Well, the acquired insights are still being compiled," says Hartert. Three things, however, can already be stated:

- The coordination processes with buyers can still be optimized.
- When 4300 employees are being trained for new applications and processes, this can always be done better. "Due to the high time pressure, parts had to be hastily stitched together" says Hartert.
- Even a service provider like TCS cannot set up a new payroll system directly in over 15 countries. That requires knowledge. "In this project, we have built up extensive know-how on how something like this works in a wide variety of countries," says Hartert.

No fully automated carve-out is therefore on the horizon. For now, it is good that carve-outs have become more routine, says Hartert. Bayer will probably continue to deal with the issue of M&A in the coming years, as Covestro, Lanxess and now Crop Science for vegetable seeds have shown. Hartert is pleased about this. The streamlining of the company's portfolio remains a permanent task and allows IT to demonstrate its entrepreneurial agility. That's much better than talking abstractly about digitization.

Selling parts of Bayer's Crop Science to BASF was necessary to acquire Monsanto



BAYER-MONSANTO / THE STORY OF A MERGER



Daniel Hartert, CIO of Bayer



CEO Werner Baumann at the general assembly 2018

AUGUST 16, 2018

- Completion of divestiture of Crop Science businesses to BASF
- The integration of Monsanto into the Bayer Group can begin.

JUNE 7, 2018

- Bayer successfully completes acquisition of Monsanto
- The company's shares are no longer traded on the New York Stock Exchange and Bayer is the sole owner of Monsanto Company. Monsanto shareholders will be paid US\$128 per share.

MAY 29, 2018

- US Department of Justice approves proposed acquisition subject to conditions
- Bayer and Monsanto businesses to remain separate until completion of divestitures to BASF

MAY 7, 2018

- Bayer appoints management team for new Crop Science Division
- Liam Condon will lead the combined organization.

APRIL 26, 2018

- Bayer signs sale of further Crop Science businesses to BASF for up to EUR 1.7 billion
- Package includes global vegetable seed business, certain seed treatment products and digital farming activities / Total sales of EUR 745 million in 2017 / Divestiture subject to successful completion of Monsanto acquisition

MARCH 21, 2018

- EU-Commission clears proposed acquisition subject to conditions
- Transaction to be completed in 2nd quarter 2018

DECEMBER 1, 2017

- CFIUS completes review of proposed merger
- The Committee on Foreign Investment in the U.S. (CFIUS) has stated upon completion of the proceedings that there are no unresolved national security concerns with respect to the proposed merger of Bayer and Monsanto (NYSE: MON).

DECEMBER 13, 2016

- Monsanto stockholders approve merger with Bayer
- Transaction expected to close by the end of 2017

SEPTEMBER 14, 2016

- Bayer increases offer to \$128 per share
- 44 percent premium for Monsanto shareholders values Monsanto at US\$ 66 billion

JULY 14, 2016

- Bayer increases offer to \$125 per share
- Strong presence in the United States to be maintained with global seeds division headquarters and North American Crop Science business headquarters in St. Louis

MAY 23, 2016

- Bayer offers \$62 billion to Monsanto stockholders
- Cash offer of \$122 per share / synergies of approximately \$1.5 billion expected after three years - further positive effects from integrated product offering in subsequent years.

Israel 2018

Thanks to HPE for the tour
in the old city of Jerusalem





Our guide, Riccardo Sperrle, Michael Kranz and Remy Lazarovici



Michael Kranz und Philipp Luebcke



Female soldiers



Michael Kranz, Claudia Lorenz and Frédéric Brunier



Jürgen Sturm and Gabi Rittinghaus



Hewlett Packard Enterprise

Hewlett Packard Enterprise Company (commonly referred to as HPE) is an American multinational information technology company based in Palo Alto, California, founded on 1 November 2015 as part of splitting of the Hewlett-Packard company. HPE is a business-focused organization with two divisions: Enterprise Group, which works in servers, storage, networking, consulting and support, and Financial Services. The split was structured so that the former Hewlett-Packard Company would change its name to HP Inc. and spin off Hewlett Packard Enterprise as a newly created company. HP Inc. retained the old HP's personal computer and printing business, as well as its stock-price history and original NYSE ticker symbol for Hewlett-Packard; Enterprise trades under its own ticker symbol: HPE. In 2017, it spun off its Enterprise Services business and merged it with Computer Sciences Corporation to become DXC Technology. It also spun off its software business and merged it with Micro Focus.

HPE delegate at CIOmove 2018 was Matthias Roes, Chief Technologist for Manufacturing, Auto & IoT



SERVICE BEATS PRODUCT

The “Gafas” (Google, Apple, Facebook and Amazon) have turned platform economy into successful business models. The German mechanical engineers of Voith try to copy the idea for power transmissions.



Generators from Voith are used worldwide. In the picture: a stator frame from Germany

Value creation in the manufacturing industry will change in the coming years. Then the production of goods will still play an important role, but no longer the central or only one. In addition to the actual goods, service will establish itself more strongly than before as a separate business model. Software-based services are becoming increasingly important, such as data-driven maintenance services or dashboards with real-time data from production or distribution. Such business models

culminate in the so-called platform economy, in which profit is no longer generated by individual products, but by platforms on which the products are based.

At the beginning of August 2018, the technology group Apple was the first company ever to reach a market capitalization of more than one trillion US dollars. The top five of the world's most valuable companies consist exclusively of technology companies: in addition to Apple, the Alphabet, the parent company of Google, Microsoft,

Amazon and Facebook. But something else is decisive for this ranking: All these companies are platform providers: Apple maintains one of the world's largest marketplaces for mobile apps, Amazon is the world's largest trading platform, and Facebook trades its users' data. Google, Amazon and Microsoft are among the world's largest cloud providers, offering companies a platform for new business models.

The business for all of them is still to a large extent selling their own products or advertising. In addition to selling physical assets, however, they are increasingly relying on the mediation between supply and demand, so-called matchmaking. Platforms act as intermediaries that connect two or more market participants using digital technology.

Business models without their own assets

From the point of view of user companies, platforms have a decisive advantage: they can be used as a fully developed infrastructure without companies having to set up or maintain one themselves. This is an enormous financial and organizational relief and creates scalable opportunities for new business.

Platforms are increasingly becoming the central business model of the digital economy. They expand existing or create completely new markets. The Industrial Internet of Things (IIoT) is one of the technologies that opens the way to data-based business models. The IIoT is based on a cloud-based infrastructure – as memory and central processing unit.

The long-established German company Voith has not yet attracted attention with its own software or even cloud offerings; the company's good reputation worldwide is based primarily on the manufacture of machines for the paper industry, technical equipment for hydroelectric power plants, and drive and braking systems.

For some time now, however, Voith has been offering its own cloud platform, OnCumulus, which distinguishes itself from similar offerings from large technology companies such as IBM, Microsoft or Amazon, primarily due to its in-depth domain knowledge and extensive industry experience.

At eye level in the cloud

“Our competitive advantage over suppliers such as Google, Amazon or Microsoft is that, in addition to our automation know-how, we also have more than 150 years of process knowledge in the areas of paper production,



The Francis turbine runner is part of a hydroelectric power plant in Bratsk, Russia

hydropower and drive technology,” says Dr. Roland Münch, CEO of Voith Digital Solutions. “We can not only collect data, we also understand this data. This is the only way to provide our customers with real added value for digitization – with in-depth domain knowledge of operational processes and industry-specific requirements, especially in the Industrial Internet of Things.

With the OnCumulus.Platform, Voith offers its customers a modular IIoT environment with a user-friendly visualization and analysis application. This enables industrial companies to collect, store and analyze data from all networked devices in order to save raw materials, minimize machine downtimes, optimally utilize equipment throughout its life cycle and plan service times in the best possible way.

The business model with a future

Voith paper machines, water turbines and drive systems for buses will remain the most important sales drivers for the foreseeable future. But with its cloud platform, the company is using its own digital transformation to create a promising path into the future that can be very successful from a strategic point of view.



Israel 2018

Thanks to Salesforce for showing us all aspects of this great country



Salesforce is the world's #1 provider of customer relationship management (CRM) software and the Salesforce1 Platform is the world's #1 PaaS. Launched in 1999 Salesforce is the leader in sales, service, digital marketing and application development platforms and pioneered the shift to cloud, social, mobile and digital enterprise. Salesforce is the fastest growing top 10 software company in the world and has been named the World's Most Innovative Company by Forbes for four years in a row.



Salesforce delegate at CIOmove 2018 was Markus Ehrle, SVP Country Manager EBU



Inside the IT headquarters of Standard Chartered in Singapore

Standard Chartered Bank

MAKE EVERYBODY AGILE

Within the next year every IT specialist at the bank will be agile, says Michael Gorriz, CIO of Standard Chartered Bank. That's great. But agility only works when other departments know how to deal with the new method.

Michael Gorriz left his CIO position at Daimler in 2015 to join Standard Chartered Bank in Singapore. Nobody really understood that back then. Banks don't have the best reputation in Germany when it comes to IT. Kim Hammonds, who was the most famous bank CIO in Germany until March 2017, recently confirmed this. When she left, she described Deutsche Bank as the "most dysfunctional company" she had ever worked for. That doesn't exactly honor the company. The whole industry is under fire. In certain circles there is mumbling: Banking is necessary. Banks are not!

"I don't see it that way," says Michael Gorriz.

The bank succeeds especially where banking is not yet fully established. In Bangladesh, Standard Chartered is the country's largest international retail bank. "We have a banking license for retail in the eight most populous countries in the world," says Gorriz. In Africa in particular, the bank has good growth figures – despite the strong competition from telecommunication companies, which in some countries – especially Kenya – have already replaced financial institutions as masters of transaction banking.

Gorriz still finds transaction banking exciting. "You just have to do well," says the Group CIO, who heads the overall IT and Operations department. 33,000 people work in his department. That sounds huge. However, many of the employees in Operations perform simple tasks. Typing transfers, scanning documents, etc. These are the jobs Gorriz would like to get rid of. His vision: "Everything that the customer sees should be digital".

But for that, the 18000 employees in the IT department first have to really get to work. 12000 of them are permanent employees of Standard Chartered Bank. The rest comes from service providers. 2500 of the IT staff are based in Singapore, the rest are spread all over the world: Chennai, Bangalore, Kuala Lumpur, Tianjin, etc. Especially the colleagues in software development and maintenance (around 10000 employees) are in demand: "We build practically everything ourselves," says Gorriz.

STANDARD CHARTERED BANK

Turnover	14.4 billion dollars
EBIT	2.4 billion dollars
Employees	80000
Founded in	1853
Headquarters	London / Singapore
IT Budget	greater than a billion dollars
Security budget	greater than 100 million dollars
Employees	33000 (incl. 15000 employees in Operations)



CIO Michael Gorriz

The retail banking is home-made. The core banking system runs on Java. The first versions are already in the cloud. The legal release to send all systems to the cloud is to come soon. The developers are busy building APIs (Application Programming Interfaces). All interfaces will be controlled via RESTful API in the future. The exchange with business customers or other banks will then also take place via RESTful. With "Representational State Transfer" (REST), the browser breaks down a transaction into several modules so that end customers can also use different web services, as they already do today with Google, Amazon, Twitter or LinkedIn. "We have to teach these concepts," says Gorriz: "It's no longer possible for someone in the banking industry not to know what an API is. The sales people also have to learn that.

But that's where it's stuck.

There is a lack of IT and methodological knowledge in the specialist departments. API is there just as a foreign word as agility. Like Gorriz, many CIOs complain that the whole nice idea of agile work is useless as long as only the IT staff knows what it means. A lot of "Scrum Masters" don't do anything as long as "Product Owners" from the business think the agile concept is new-fangled stuff. The fact that the good old waterfall model in IT has lasted so



Scrum team at work

long is perhaps less due to the IT staff than to clients who do not want to be constantly disturbed by IT queries.

Anyone who designs Standard Chartered Web interfaces today (approx. 400 employees) is already agile. Soon everyone will be. "I say we should be through with this in one year," estimates Gorriz. And by the way: 2-Speed – splitting the IT into thorough and fast developers - doesn't work: "The agile mindset has to be available for everyone: We need full-stack developers," says the CIO. This is not so difficult to implement, but: "The bottleneck is the product owners from the specialist departments".

A good product owner should spend about half of his time determining the requirements of his business. The other time should be spent with his Sprint team. But this is exactly the problem: Which established manager spends

that much time with eight people, as envisioned by Scrum? "The social pressure is much higher," says Gorriz, who has already completed his Scrum training.

Anyone who was used to simply throwing a problem over the fence (and later blaming IT for mistakes) does not easily give up this position. This is the big problem of all established, dysfunctional companies and at the same time the prerequisite for agility: Simply expecting a solution from IT – without continually working on the problem – is no longer possible today. Gorriz has a clear opinion on this: "We have outsourced this difficult part: to formulate the requirements cleanly: The business itself must take responsibility for this."

Gorriz divides the path to full digitization of the bank into three stages:

1. MTP (Multi Touch Processing)

This is still the state of affairs in many areas of Standard Chartered: People look at documents or screens several times and judge the still tricky questions such as: Is the customer on a sanctions list? How high is the customer's credit rating? etc.: "People usually still do this job" says Gorriz.

2. OTP (One Touch Processing)

An order comes on paper. Then a document is run digitally through the institutions from the moment the order



The offices in Singapore have all insignia typical for an agile environment

is received. "We use AI (Artificial Intelligence) in various areas, such as risk assessment. We also have pilots at chatbots," says Gorriz. But at some point there is still a person reviewing.

3. ZTP (Zero Touch Processing)

All transactions run in such a way that no personal attention is involved. This is the great art of banking, and at most banks it is only possible in certain areas: "For this I need access to all systems," says Gorriz, adding that "I need access to all important information. Then the creditworthiness can perhaps also be determined by a system after it has checked the balance sheets." Standard Chartered is currently experimenting with a provider from Hong Kong.

New for the bankers at this point: It may be also at times an MVP, a "Minimum Viable Product", which still has errors. For a company in which more than 100 million euros flow into IT security every year, this is a truly revolutionary idea. Gorriz, too, has yet to get used to MVPs. In the automotive industry, MVPs were and are rather frowned upon; after all, it's all about the lives of drivers. When asked whether the greater perfectionists are in the car or banking industry, Gorriz answers: "It's very hard to say: Of course we as a bank shouldn't allow ourselves to make any mistakes. If you have \$1000 in your account today, you'll want to see it tomorrow, too."

LOCATION SINGAPORE

"DRIVING A CAR IS NO FUN HERE"

One of Germany's biggest car lovers is now travelling by underground: At the end of 2015, Michael Gorriz, his wife and three daughters moved to Singapore. Only the old car remained in Germany. A comparable car with taxes and registration in Singapore would have cost 430000 euros. Even Gorriz, an AMG fan, then does without it. In return he praises many other things:

Sales tax	7 percent
Income tax	max 22 percent (interest, dividends and capital gains are not taxed)
Underground	max 90 Cent
Taxi	20 Euro for a trip across the city state
Mobile 4G	everywhere
Broadband	1Gbit by fiber in each house for 40 euros a month
Safety	"We don't lock our house."
Work permit	"In no time at all. After nine days it was there."
Xenophobia	"Not noticeable. As long as you have an employment contract. If you don't have one, you have to leave after 30 days."



Michael Gorriz (right) with Horst Ellermann, Editor in Chief, enjoying their time in Singapore

Israel 2018

Thanks to Hitachi Vantara for hosting us in Tel Aviv

HITACHI Inspire the Next

Hitachi Vantara is a data storage systems provider, previously known as Hitachi Data Systems (HDS). Headquartered in Santa Clara, Calif., Hitachi Vantara is a wholly owned subsidiary of Hitachi Ltd. and part of the company's Information Systems & Telecommunications Division.



Hitachi delegate at CIOmove 2018 was Daniel Dalle Carbonare, SVP Global Accounts



Comment by Nishi Kant, Chief Technologist for Sprint

GIVE IOT ITS OWN NETWORK

In a world where the number of enterprise IoT devices is growing so fast that it's hard to keep track, it's time they had their own network.

For a while, it was fine to keep IoT and cellular traffic on the same network. But as IoT devices have advanced and, in many cases, become absolutely mission-critical to the companies that deploy them, sharing a single network is no longer prudent because such a topology forces traffic to be first commingled and only separated later. Such traffic should be separated on earliest opportunity so it can have flexibility in routing and connecting to end applications.

"When you look at traffic characteristics and use cases, the IoT side is so different," Nishi Kant, chief technologist for Sprint IoT, says. "You may have meters that chirp only a few times a month and need low data rates, but then you may have drones that not only require higher bandwidth but can be extremely delay-sensitive." A separate network can better accommodate those needs; for example, the delay-sensitive traffic could directly be routed from RAN edge to enterprise IoT application without affecting consumer traffic.

With a common network, there is always a risk that error propagation on one side of the network can bring

everything down. A brief outage may be tolerable when you are dealing with a temporary inability to make a phone call or send a text, but not when it comes to intensive manufacturing processes, healthcare monitoring, or utility monitoring. In such instances, lost data to and from sensors could be incredibly costly or even affect public safety. Moreover, due to lack of user interface or absence of human at IoT troubleshooting requirements are likely to be different from a typical consumer scenario.

"These are not hypothetical risks," Kant emphasizes. "There have been published reports internationally of network outages related to the mix of traffic on a single network. With such different signaling and storage patterns for these types of traffic, you inevitably have to make compromises when you try to carry both through the same software functions."

The distributed nature of the dedicated Sprint IoT network maximizes intelligence at the edge, tailors that intelligence to specific enterprise needs, and reduces latency for vital IoT applications. Rather than move traffic

a great distance to a limited number of national core network data centers, Sprint takes a smaller footprint approach, locating micro data centers as near as possible to where enterprises will need to do their data processing.

"Instead of trying to predict where IoT processing will be needed, this is a very flexible approach. If there are increases in IoT traffic in a particular area, or if a company plans a big deployment in a region, the packet core network can be brought right to them, rather than forcing their data to travel to a distant fixed location," Kant says.

That brings up another good reason for a dedicated network, Kant points out, since IoT traffic patterns can and will be very different from consumer traffic patterns. "You might have a factory far from a city, with lots of IoT instrumentation. The IoT traffic would then look very strong in that area, while the consumer traffic would be very small, since it is more remote," Kant says.

Reducing latency is a major benefit of a distributed network since the processing is done so close to the generation of the data. Kant uses an example of a company in a mid-sized city that uses drones to deliver medicine. "If your drone data had to travel to a distant city to the core and then come back to your command center, that longer path introduces unnecessary latency," he says. And in an application such as this – or even more so with autonomous vehicles – every millisecond counts.

The distributed locations also serve as convenient hubs for bringing non-cellular devices into the fold. E.g., if an enterprise has both cellular and LoRa IoT devices as part of its operation, both can be brought together at these edge sites and then fed to the application. Devices and data can be managed uniformly, irrespective of how they are connected.

"Being virtual means the enterprise and the provider don't have to commit to a hardware footprint far in advance," Kant explains. "They can deploy whatever is needed for the short term, and if they see traffic is exceeding expectations, adding capacity can be a simple matter of adding server blades and growing the software footprint."

This truly dynamic response to traffic demand can also be less costly, since the need for idle hardware – sitting there just in case you need it – is eliminated. And at the same time, the capacity of the network can be shared. "With self-contained units of network function, you can use the same hardware infrastructure to host a number of these units," Kant says. "You get economies of scale that not only offer enterprises the fastest possible response

times to their capacity needs, but also gives them more options and choices in terms of where and how they run their applications and how they choose to share their capacity with third parties."

How is all this managed?

The Sprint IoT network operating system consists of a set of platforms for subscription management, device management, and data management and analysis.

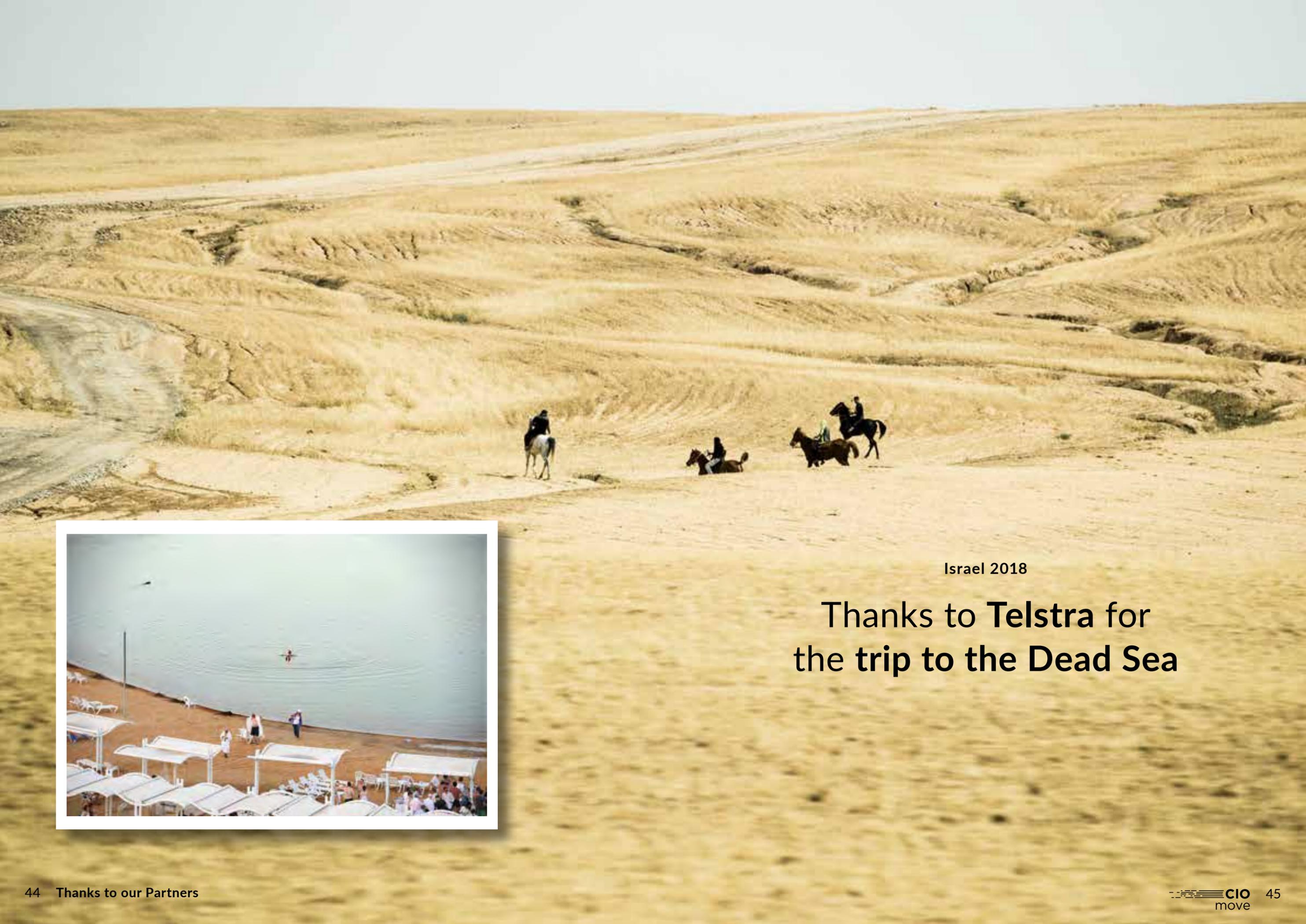
- Subscription management is optimized for eSIMs – embedded SIMs in the IoT devices – and handles the entire lifecycle of those eSIMs as well as traditional SIMs.
- Device management encompasses all of a device's capabilities and current states, for remote management for any IP-connected device, including any and all firmware updates.
- Data management and analysis is a broadly extensible capability, with a wide library of options already available. It offers ultimate flexibility in the way data is reported, how it is pushed or pulled from the IoT devices, and how it is aggregated, filtered, and directed for further data curation.

While the RAN, the radio access network, will be the first to be enhanced by the arrival of 5G, the distributed core IoT network will be in all the right locations to provide edge processing capacity and low latency path for 5G traffic. Even with 5G's capacity and low latency, an enterprise still needs an IoT network behind it that is able to maintain and enhance those latency gains, provide localized processing, and help turn data into intelligence in as little time as possible. That is the prerequisite for IoT solutions fully delivering on their promise.

"The whole idea is to gain insight and focus on actionable, useful data out of the sea of data," Kant notes. "With the Sprint platform, an enterprise can put its data into an analytics engine and perform analysis ranging from simple, rules-based processing through to comprehensive machine learning or AI analytics."

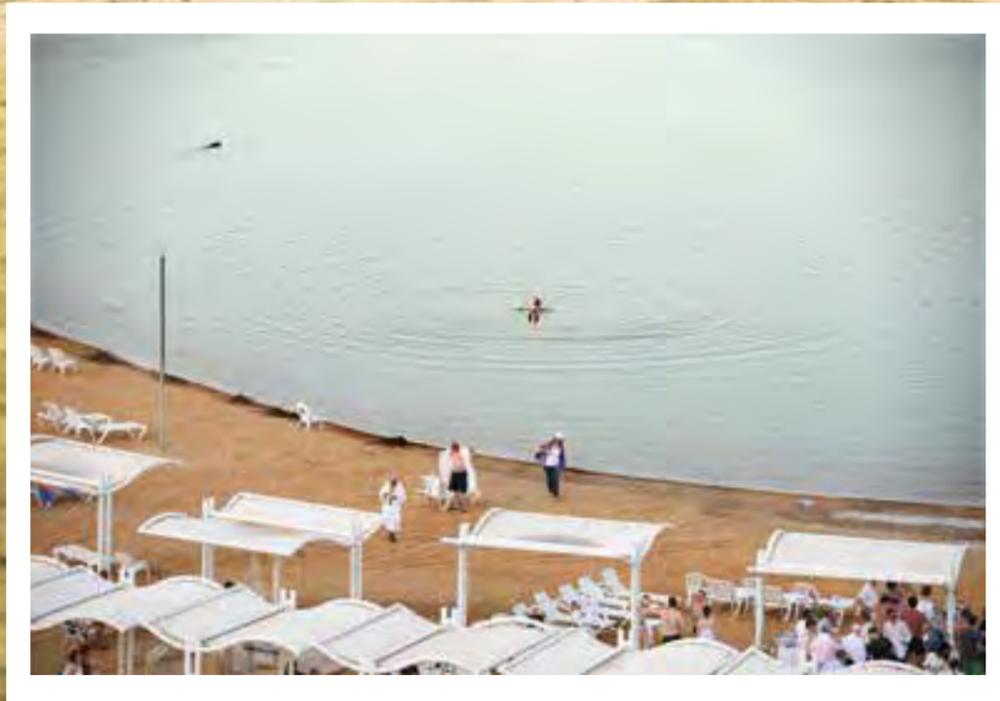
Nishi Kant, chief technologist for Sprint





Israel 2018

Thanks to **Telstra** for
the **trip to the Dead Sea**





At the Dead Sea ...



TELSTRA Telstra is Australia's leading telecommunications and information services company with its international operations headquartered in Hong Kong. Telstra provides top-tier international customers across Asia Pacific, Europe, the Americas, Middle East and Africa with a full breadth of holistic and end-to-end solutions including managed network services, global connectivity, data, voice, satellite solutions, collaboration and cloud. Telstra has licenses internationally and facilitates access to more than 2,000 PoPs in 230 countries and territories. This extended reach provides customers with smarter technology solutions to support sustainable business growth, see www.telstraglobal.com

Telstra delegates at CIOmove 2018 were Marcus Madelung, Head of Continental Europe and MEA (left) and Sundi Balu, CIO Enterprise and International



SAVE THESE DATES FOR 2019

CIOmove is depending on partner networks. The largest CIO associations of the world will be sending delegates to New York in 2019. They also invite to their own events. Here is a selection.

January 17 STATE OF THE CIO 2019

During this webinar, we will explore the State of the CIO report, which provides an annual look at the status of IT leaders in the business world. The results of the survey offer an assessment of what has changed over the past 12 months and where CIOs are headed in the next one to three years.

Webinar
Organizer: CIO Executive Council
<https://cioexecutivecouncil.com>

February 14 CIO TREND 2019

Full day about 2019 CIO-trends and priorities. Insights from leading CIOs, analysts and thought leaders. The winners of CIO Awards Sweden on stage.

Stockholm, Sweden
Organizer: CIO Magazine Sweden
<https://cio.event.idg.se/event/cio-trend/>

February 21–22 HAMBURGER IT STRATEGIETAGE

Driving the Digital Future – in addition to technology trends such as AI, machine-learning, blockchain or robots, the realignment of internal processes and agile methods play a central role at Germany's biggest independent conference for IT strategy.

Hamburg, Germany
Organizer: Faktor3 live + Hamburg@work
www.it-strategietage.de

February 27 BIGDATA TECH WARSAW SUMMIT

An exciting one-day conference with purely technical content in the fields of Big Data analysis, scalability, storage and search given by true practitioners who work at top data-driven companies. They will share their recommendations, tools, models, successes and failures. There will be a plenary session with the three keynote presentations and four parallel tracks: Architecture, Operations and Cloud; Data Engineering; Artificial Intelligence and Data Science; Streaming and Real-Time Analytics. The second part of the conference will contain over 20 round-table discussions on various topics. We expect more than 500 participants, mostly from Europe and Asia.

Warsaw, Poland
Organizer: Evention
<https://bigdatatechwarsaw.eu>



Photo: Evention

March 15 BIGDATA TECH DIGITAL EXECUTIVE SUMMIT

“Proven Digital Operating Models – People, Technology, Strategy” – leading digital experts, thought leaders and creators of digital transformation will talk about the mythical success factors of large scale digital transformations – and how to address them. Digital industrialization is the new normal: based on geopolitical trends, we will discuss its impact on the entire product & service lifecycle and the supply chain.

Grindelwald, Switzerland
Organizer: PwC Strategy&
www.strategyand.pwc.com/de/DigitalExecutiveSummit



Photo: PwC

April 1–5 HANNOVER MESSE

Industry 4.0, Sector Coupling, AI, Robots and platform economics are shown at one of the world's largest trade fairs. Don't get confused by all the hype trends. Use the guided tour of the Global Industry Club of Gabi Rittinghaus on April 2.
Organizer: Global Industry Club
www.hannovermesse.de
www.bdp-gmbh.com



Opening of HANNOVER MESSE on Monday, 23th of April 2018 with H. E. Enrique Peña Nieto, President of the United Mexican States and Dr. Angela Merkel, Chancellor of the Federal Republic of Germany.

Photo: Hannover Messe

April 10–11 CIO PEER FORUM

Creating Opportunities for Better Business Outcomes – in the 2019 Peer Forum, we will approach the practical aspects of digital transformation and navigating the big things that really matter to you in three distinct, yet complementary, perspectives.

Toronto, Canada
Organizer: CIO Association of Canada
<https://www.ciocan.ca/about-cio-peer-forum/>

August 19–21 CIO 100

“The Innovation Conversation” at the CIO 100 Symposium is the most powerful gathering of CIOs and senior IT and business executives in the US.
Colorado Springs, CO, USA
Organizer: CIO Magazine USA
www.cio100.com



Photo: CIO Magazine

September 19–20 NEXT 19

The transformation is far from finished. Join the discussion at the Next conference – and get a ticket for the famous Reeperbahn Festival that runs parallel ☺

Hamburg, Germany
Organizer: Sinnerschrader + Faktor3
<https://nextconf.eu/>



Photo: Nextconf.

October 17–20 INKOP

IT decision-makers meet for the 23rd time at this discussion forum. President for 2019 is Carsten Pfläging, CIO and member of the board at Fiducia & GAD. The event will take place on the Spanish island of Mallorca.

Mallorca, Spain
Organizer: Finaki
<https://finaki.de/inkop/>

November 13–14 SIME STOCKHOLM

Northern Europe's leading event about digital opportunities for CIOs, CMOs, CTOs, business leaders, thought leaders, Fortune 500s, scale ups, start ups, investors ... High level inspiration and deep insights, intersectional business meetings and a mind blowing party.

Stockholm, Sweden
Organizer: Sime/Epicenter
<https://sime.nu/>



Photo: Sime

November 21 CIO OF THE YEAR 2019

The German community celebrates the most important award for CIOs for the 17th time. What's new this year: the German federal association of IT users “Voice” adds a future workshop to the gala.

Berlin, Germany
Organizer: Voice + CIO Magazine Germany
<https://voice-ev.org>
www.cio-des-jahres.de



Photo: Vogt



Prof. Art Langer from Columbia University explaining the method

CIO sessions in Israel

TOPICS OF 2018

Forget about Gartner, Forrester and all the other analysts: Here come the 48 topics CIOs really talk about. Some deal with cutting edge technologies – more with how to implement new technologies and processes.

Gartner is good at naming the topics that CIOs should talk about. Gartner is not as good at judging how to introduce new technologies into businesses. The proposal to have a Chief Digital Officer do the job has not helped the companies. The proposal to introduce a 2-speed IT system also missed the mark. Here come the insider issues, which also take into account the lines of conflict in large organizations.

As always, we have sorted the topics into four clusters:

- **INNOVATION**
(finding and adopting game-changing technologies)
- **INTELLIGENCE**
(communicating more effectively with better data)
- **INTEGRATION**
(making the business more efficient in processes)
- **IF ELSE**
(topics that do not fit in the three categories above)

In 2018 we were able to pre-discuss initial topic proposals at the DHL Innovation Center in Germany. This made the selection of topics in Israel faster. The CIOs finally selected a total of 48 topics using our new selection tool. Unfortunately, we can only present one topic from each cluster in detail for reasons of space:

INNOVATION SESSION 1

AI and Robotics in Customer Services

Participants:

- Dorothee Appel, CIO at Zurich
- Marek Niziolek, Sniezka Capital Group
- Liora Ben-Efraim, CIO at Union Bank
- Wojciech Szczesny, CIO at Allegro
- Gerd Niehage, CIO at B Braun
- Markus Ehrle (Moderator), SVP Country Manager EBU at Salesforce

Dorothee Appel was COO at ING bank when we were in Israel and is now CIO at Zurich insurances. She introduced the topic of AI and robotics in customer service. Before starting the discussion, she differentiated six aspects of robotics:

- RPA – Robotic Process Automation (substituting human work)
- Humanoid Robots (machine looking like a human)
- Robo Advise
- Algorithm based solutions – deep learning architecture to detect fraud
- Internet of Things
- Virtual Assistants & Chatbots



Marius von Spreti, Accenture, explaining the importance of IT security

Dorothee suggested to focus on virtual assistants and provided a definition of the term to create a common understanding. A virtual assistant ...

- is software that augments or substitutes for human assistance
- understands person's intent, sentiment and the context
- offers relevant, specific information or executes desired tasks
- grows "smarter" with use, by means of supervised machine learning
- engages users in a natural, conversational manner

The group collected experiences from each member and concluded that there are two scenarios: In the first scenario, companies are in an early adoption phase and are mainly evaluating and exploring options. Companies in the second scenario are already more advanced using chatbots in pro-active customer communication scenar-

ios and are trying to expand this to a broader use finding new use cases. They mainly discussed how to identify and collect the data to bring the chatbot alive and how to manage this data.

In the following the group discussed communication scenarios in which chatbots can be used. Here the group found that pro-active, informational communication is much easier for AI to deal with than reactive situations. In Israel bots are common practice and sophisticated in customer facing communication. Examples to use AI in a good way facing the customer were:

- Discount bank (Israel) offers a bot called Didi that you

can interact with customers in order to manage your budget and financials

- Adidas, consumer communication via phone
- Amazon services, almost not transparent if it's a human or a bot

Quick wins & Take away:

- Chatbots are part of a customer journey, consider this for your IT architecture
- Don't start holistic but start with one use case, one that is reactive and easy to standardize
- Improve one negative customer experience in the customer journey and take this as starting point
- Going for a proactive approach is easier than a reactive one, where the chatbot needs to react to customers emotions and the context
- Don't show customers that the communication is artificial to not demotivate them. You have to watch out for the point, when it becomes scary because the chatbot knows so much about the customer and might scare him or her off.

Success factor: You are successful with your chatbot once the customer can't distinguish whether he or she is interacting with a human or a bot.



The "innovation" group preselecting topics at the Checkpoint office in Tel Aviv

Topic Cluster 1: INNOVATION		suggested by:
1	AI and Robotics in Customer Services	Dorothee Appel, Ex-COO at ING Bank, now CIO at Zurich
2	Blockchain - Basics First	Catalina Grimalt Falco, CIO at Port de Barcelona
3	Digital Innovation and Integration	Dr. Harald Berger, CIO at Freudenberg Group
4	From Labs to Scale	Michael Kranz, CIO at ThyssenKrupp Steel
5	How Can We Establish IT as Innovation Driver?	Konrad Schneider, Ex-CIO at Seat, now in Volkswagen headquarters
6	How Platforms Change the World	Dr. Christopher Brennan, Ex-Director DACH, Eastern Europe and Israel at Skybox
7	How to Adapt and Scale Innovation	Frédéric Brunier, Managing Director at Accenture
8	How to Give IT a Better Image?	Ursula Soritsch-Renier, Ex-CIO at Sulzer, now Group-CIO at Nokia
9	How Will Humans Interact with Robots?	David Thornewill, Executive VP Information Management at DHL
10	Preparing for the Future of 5G	Lalie Modeste, CIO at STA
11	Scouting for New IT Trends and Technologies	Dr. Pamela Herget-Wehlitz, CIO at MTU
12	What Are the Demands of Generation Y?	Remy Lazarovici, SVP Business Development at Celonis



The "intelligence" group preselecting topics

Topic Cluster 2: INTELLIGENCE		suggested by:
1	Agile Not Only in IT	Dr. Sven Lorenz, Ex-CIO at Porsche, now in Volkswagen headquarters
2	Coping With Real Time Data	suggested by: Riccardo Sperrle, CIO at Tengelmann
3	Data-driven Decision Making	suggested by: Marius Von Spreti (Partner), Managing Director for Security at Accenture
4	Demand & Security Driven Architecture	Stefan Beck, CIO at BASF
5	Faster Security	Dr. Christopher Brennan, Ex-Director DACH, Eastern Europe and Israel at Skybox
6	How to Make Security "The New Green"	Ryan Mattinson, Security and Privacy Professional at Nagarro
7	How to Use AI for Better Process Insights	Gerd Niehage, CIO at BB Braun
8	How to Use Data to Create Better Experiences	Alessandra Bomura, CIO at Atlán Redes
9	Make Way for the CIR (Chief Information Robot)	Markus Ehrle, SVP Country Manager EBU at Salesforce
10	Realtime Analytics: Edge Computing Versus Cloud	Jürgen Sturm, CIO at ZF Friedrichshafen
11	The Digital Business - Beyond Traditional IT	Remy Lazarovici, SVP Business Development at Celonis
12	The value of Data - Related to Automated data?	Markus Madelung, Managing Director at Telstra

INTELLIGENCE SESSION 9

Make Way for the CIR (Chief Information Robot)

Participants:

- Marek Niziolek, Sniezka Capital Group
- Konrad Schneider, Ex-CIO at Seat – now back in the Volkswagen headquarters
- Tami Ochana Kol, CIO at Migdal
- Michael Loechle, Group CIO at ABB
- Ayala Hakim Oio Mizrahy, Tefahol Bank
- Markus Ehrle (Moderator), SVP Country Manager EBU at Salesforce

The topic was introduced by Markus Ehrle: Facing an increasing use of AI the question is whether the CIO can also be digitalized and the position filled by a Chief Information Robot? As this applies for sure to many administrative activities, the group discussed which parts of the job cannot be taken over by AI and what competences CIOs should focus on in the future? Michael Loechle from ABB listed several tasks that will remain with a human CIO in the future:

- Leadership & Governance
- Architectural decisions
- Business relations (internal and external)
- Management of strategic partners
- Overview of future technology

Konrad Schneider from Seat had an opposing opinion and didn't see the IT department as driving the development of AI replacing workforce. In his organization, IT is managing the data center but not the AI used at the production site. This is done by production maintenance. Therefore, he was not responsible for running production digitization. "The CIO is not in a position to automate the whole company but rather the data center", Konrad argued.

Participants from other industries, especially banking and insurance, didn't agree with Konrad. In these industries IT is production. They use AI and robot strategy to deal with an aging population: "We will replace people because we have an aging workforce", one CIO said.

In the end all agreed, that repetitive tasks such as forecasting, budgeting or the management of different IT systems can be automated, but not the role of a CIO as a mediator. He needs to know the business and should manage different influences such as culture. Unpredictable



Intelligence session 5 at Hitachi Vantara in Herzliya



Konrad Schneider in intelligence session 9: "Make Way for the CIR (Chief Information Robot)"



Innovation session 1 in a shared workspace in Tel Aviv

things happen during the course of a day and new situations arise. Reactions and decision making is always bound to politics and other circumstances. A robot can't process this complexity – yet. Furthermore security structures need to be built by humans. If a robot can develop a security structure, it can most likely also be hacked by one.

Recommended literature: Yuval Noah Harari "Homo Deus – The History of Tomorrow"

INTEGRATION SESSION 1: Application Consolidation in Times of M&A

Participants:

- Dr. Roland Schütz, CIO at Lufthansa Group
- Stefan Beck, CIO at BASF
- Michael Kranz, CIO at ThyssenKrupp Steel
- Gerd Niehage, CIO at BB Braun
- Benso Zhao, Director IT & Process Improvement at Armstrong
- Markus Ehrle (Moderator), SVP Country Manager EBU at Salesforce

Roland Schütz proposed and introduced the topic. Because of M&A the need to consolidate applications is urging. Numerous legacy systems are coexisting and have never been streamlined. In the US post-merger integrations are done in a time frame of six to nine months but in Europe this process is significantly more complex and time consuming (except for Bayer-Monsanto of course, watch story in chapter 1). "Consolidation is a challenge that needs to get done, otherwise we will die in agony of complexity", Roland said. His main questions were:

Topic Cluster 3: INTEGRATION		suggested by:
1	Application Consolidation in Times of M&A	Dr. Roland Schütz, CIO at Lufthansa
2	Cloud Readiness	Christof Meier, CIO at Gauselmann
3	Cloud Risk Management	Balkrishna Dubey, Managing Director at Nagarro
4	DevOps	Ursula Soritsch-Renier, Ex-CIO at Sulzer, now Group-CIO at Nokia
5	Digital Transformation and Human Capital	Sundi Balu, CIO at Telstra
6	Digitization as a Non-Custodian	Lesiba Sebola, IT Director at Bidvest Panalpina Logistics
7	Digitization in manufacturing	Dr. Christopher Brennan, Ex-Director DACH, Eastern Europe and Israel at Skybox
8	How to Orchestrate an Agile TECH & BIZ Organization?	Dr. Michael Müller-Wünsch, CIO at Otto
9	How to Successfully Migrate to the Cloud?	Jean Claude Sigui, CIO at Willis Tower Watson
10	Human Capital Management	Michael Loechle, Group CIO at ABB
11	M&A	Paul Brian Contino, CIO at Guthrie
12	Managing Change With IT Employees	Christian Niederhagemann, Ex-CIO at Mann-Hummel



The "integration" group preselecting topics



David Thornewill (DHL) at the preselection of topics

- How can you deal with the business to bring down the number of applications and achieve consolidation?
- How are complexities handled in your companies?
- How can you speed up the consolidation?

Answering these questions, the group distinguished three types of integration: Technical integration, business integration and cultural & politics. Consolidation starts with challenging the business and depends on culture and mind set. It should be a partner approach between IT and business but in fact the CIO is often involved too late. Many times, an application is already in the procurement process when the IT department learns about it. Therefore you need a strong governance and face two facts: a) new applications are increasing in number, and b) handling legacy applications does not go away.



Ursula Soritsch-Renier (Nokia) and Jan Babst (Logista) on their way to the next session in Herzliya

The group gave the following advice:

- create a portfolio board with business representatives
- install a demand manager/account manager with approval from board to make the business formulate the demand
- don't think in software, think in processes; use a small circle iterative approach; break down applications into domains
- disjunct front end and back end by building microservices
- create a digital roadmap including a data-driven supply chain management
- focus on user experience
- in a merger situation, it should be identified who is bringing in the innovation - this can be the company that is bought



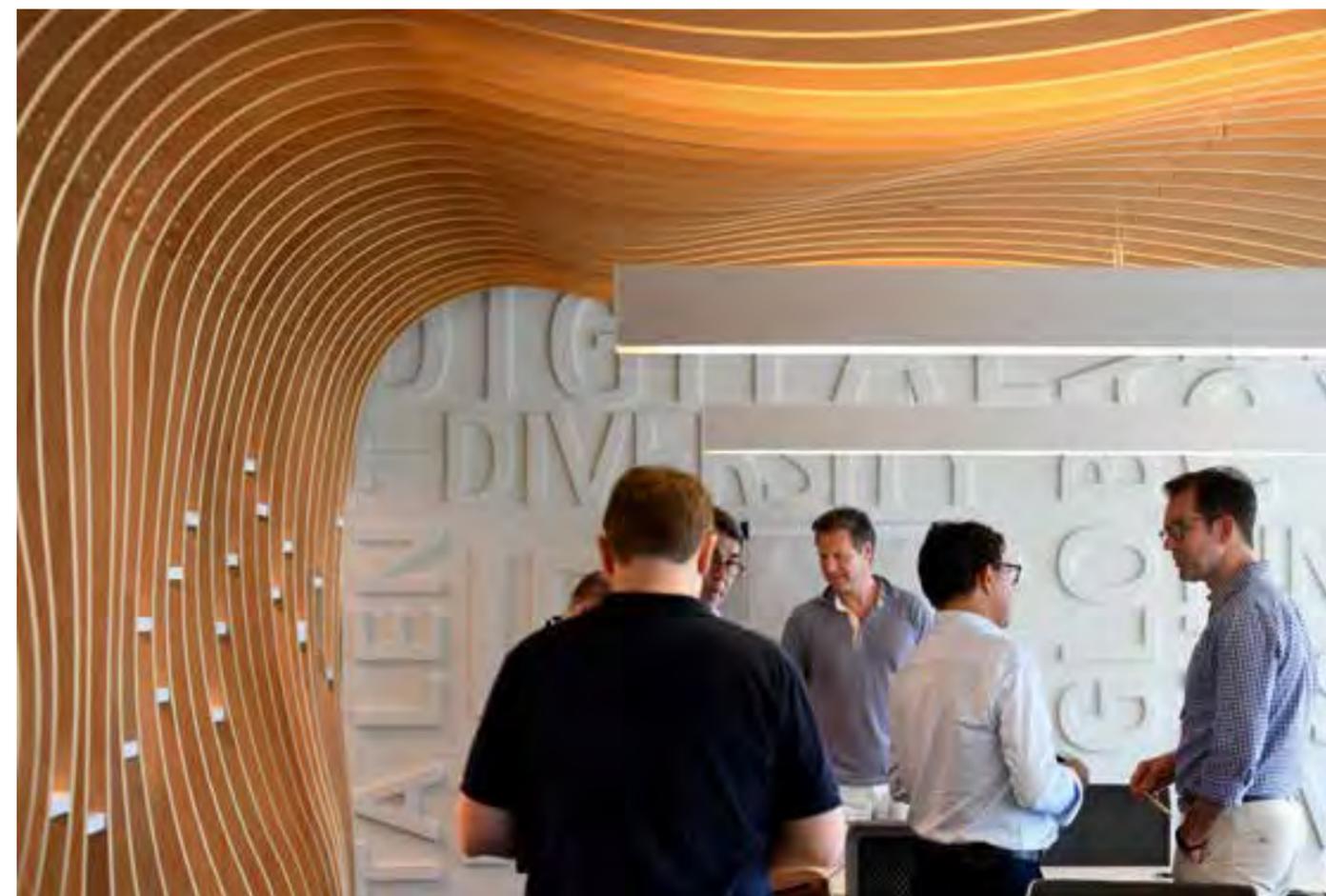
Arrival at the Skybox office in Herzliya

During the discussion the group realized that not all items listed above apply for China. Participants mentioned certain specifics: SAP is too expensive there; fully integrated system can be cheaper; it can be easier to train people; Asia has its own ecosystem.

Recommended literature: *The 3 Horizons of Growth* / McKinsey, *Harvard Business Review* 2012

Special thanks to Diana Büchner, who did an awesome job protocolling workshops with hundreds of new ideas and aspects.

Topic Cluster 4: IF ELSE		suggested by:
1	Care for Customers	Dr. Sven Lorenz, Ex-CIO at Porsche, now in Volkswagen headquarters
2	Critical National Infrastructure	Dr. Christopher Brennan, Ex-Director DACH, Eastern Europe and Israel at Skybox
3	Culture Issues in a Mobile Workforce Era	Per Stritich, Ex-VP at Box, now VP at Automation Anywhere
4	Digital Competence For The Non-Elite	Riccardo Sperrle, CIO at Tengelmann
5	Digital Identities - The Foundation of Digital Business Models	Marius Von Spreti, Managing Director Security at Accenture
6	Digitalization and Outsourcing	Michael Loechle, Group CIO at ABB
7	GDPR - 3 More Weeks to Gow	Ryan Mattinson, Security and Privacy Professional at Nagarro
8	GUI for RPA - a Topic We Can Not Ignore	Konrad Schneider, Ex-CIO at Seat, now in Volkswagen headquarters
9	How to Govern AI	Matthias Hartmann, General Manager IBM DACH
10	Impact of AI on Global Workforce	Dr. Michael Müller-Wünsch, CIO at Otto
11	Security By Design in an Early Stage of Development	Dr. Olaf Frank, Head of Global Application at Munich RE
12	Work-Life-Balance for Experts	Remy Lazarovici, SVP Business Development at Celonis



Arrival at the Accenture office in Herzliya, Israel's Silicon Valley

Thanks to Accenture for the Rooftop-Party on Rothschild Boulevard 22





Rothschild Boulevard is one of the best-known streets in Tel Aviv



... and also one of the most lively streets



Rothschild 22 offers one of the best views over the whole city.



Dirk Mueller is CIO at Haniel, Germany



Alessandra Bomura, now CIO at Altán Redes in Mexico



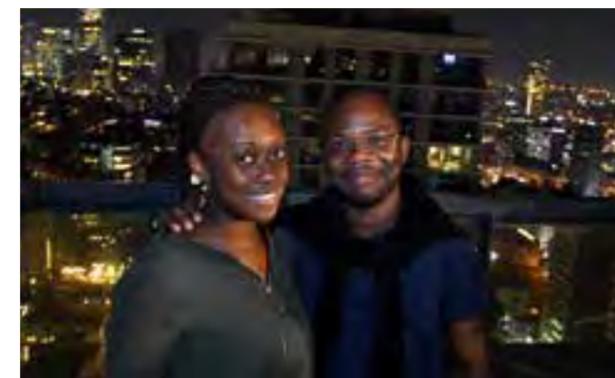
Party with some startups. Find a complete list of all startups on: www.startupnationcentral.org



Mariella and Marius von Spreti, Marius is the security expert at Accenture



Ursula Soritsch-Renier and James Renier, Ursula is CIO at Nokia



Auger and Bledi Seoulou, Auger is CIO at the Ministry of Justice Côte d'Ivoire



Michael and Martina Loechle, Michael is CIO at ABB, Switzerland



Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions – underpinned by the world's largest delivery network – Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 442,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives, see www.accenture.com.

Accenture Security helps organizations build resilience from the inside out, so they can confidently focus on innovation and growth. Leveraging its global network of cybersecurity labs, deep industry understanding across client value chains and services that span the security lifecycle, Accenture protects organizations' valuable assets, end-to-end. With services that include strategy and risk management, cyber defense, digital identity, application security and managed security, Accenture enables businesses around the world to defend against known sophisticated threats, and the unknown, follow @AccentureSecure on Twitter or visit www.accenture.com/security.

Accenture delegates at CIOmove 2018 were:



Marius von Spreti, Managing Director - IT Security Lead Germany, Austria, Switzerland



Frédéric Brunier, Managing Director - Accenture Strategy, Financial Services Lead Austria, Germany, Switzerland



Optimizing AI at Otto

BUTTERFLY EFFECTS IN SALES ALGORITHMS

The German retailer OTTO has always been a data-driven company. Its intelligence will grow further by analyzing internet and smartphones. The famous OTTO catalogue has been published for the last time in December 2018.

It all began in 1949, when Werner Otto founded the company “Werner Otto Versandhandel”. Within ten years, the mail order business with 28 pairs of shoes on offer turned into a company with 1,000 employees and an annual turnover of 100 million German marks. Even then, the company was already keeping a valuable treasure: the data of its many millions of customers, who mainly ordered via the famous OTTO catalogue.

Today there are still shoes at OTTO, and the company is still largely family-owned. And data still plays a central role for the e-commerce company that is currently transforming towards a digital platform business. Only the catalogue is now history, having written history itself – as a launch pad for models such as Claudia Schiffer or Heidi Klum, for example. In December of this year the catalogue will be published for the irrevocable last time. OTTO’s customers have long been ordering primarily via the Internet or their smartphone. The elaborately designed catalogue has thus largely lost its function as a selection and communication medium.

DR MICHAEL MÜLLER-WÜNSCH AND “DESIGN OTTO IT”

MüWü is the CIO of the divisional board of the retail organization OTTO since August 2015. His goal is to develop OTTO into a data-driven and intelligent real-time company. Already, more than 95 percent of the turnover comes from the network, of which almost 50 percent comes from mobile devices. But OTTO, as one of about 120 companies in the Otto Group, sees itself exposed to ever tougher competition and an ever more demanding market. Because with new technologies, the needs of the currently 6.1 million active otto.de customers are changing ever faster. This demands a high degree of flexibility and reaction speed.

For the digital transition of its company, MüWü has developed the five-point program “Design OTTO IT”, which aims to make OTTO more adaptable to market and customer requirements and to make the use of technology even more productive.

- Conversion of monolithic legacy applications and systematic reduction of technical debts as part of a business service-oriented technology architecture
- Transition of a function- and shift-oriented IT organization into cross-functional teams with overall product responsibility. On the basis of more than 300 collected “pain points”, Müller-Wünsch and his employees have jointly developed the current structure.
- Introduction of business services to control the use of technology
- Further development of the economic and operational KPI control model from an IT service provider organization to a technology enabling unit.
- Development of a new, more agile dev and test model to reduce the time and effort required to introduce new functions.

No matter how much digitization is progressing on the basis of this program, “I don’t believe in accomplished,” states MüWü. Shaping the future at OTTO is an ongoing development process with the active participation of employees who think and act in “releases of change” and tangible, concrete results.



“MüWü” invited the German chapter of CIOmove at OTTO in September 2018.



Dirk Müller and Christof Meier inspect the communication cells.



More space for agile working is under construction – behind the curtain.



Jan Babst is rehearsing. He obviously likes the new way of working.



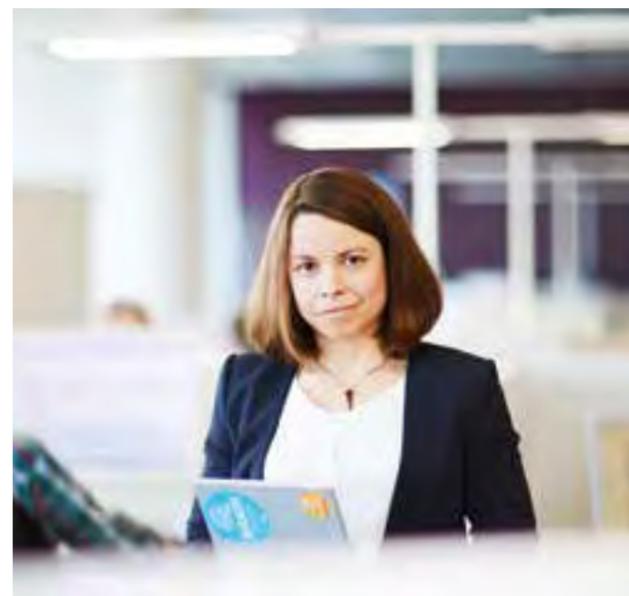
Gerd Niehage with one of his twins



Konrad Schneider (right) in conversation with Mario Daberkow, CIO Volkswagen Financial Services.

We live in an age of large amounts of data: Billions of computers, mobile devices, cars, fitness wristbands and household appliances are increasingly networked, communicating and producing data. It is estimated that the amount of data generated doubles every two years. For 2020, Gartner analysts forecast a generated digital data volume of over 40 exabytes. This corresponds to about 40 million hard disks with a storage capacity of 1 terabyte, which is the standard today.

But Big Data is not just about large and rapidly growing amounts of data. In fact, the discussion is also about increasing data diversity and speed. Big Data is also more than just a technology for collecting, storing and analyzing



Michaela Regneri, Senior Expert AI & Cognitive Computing at OTTO: „We prefer to become data minimalists: Less data means faster scaling, more sustainability, less costs and more responsibility for the privacy of customers.”

ing data – it is above all a new and improved method of gaining knowledge. “We can better recognize reality through data,” says Michael Müller-Wünsch, “This is how we make instant, sustainable and best decisions.”

But even Big Data is only an intermediate step into a future shaped by data. The Internet and the Industrial Internet of Things are no longer just hype, but are on their way to productivity, proving their practical value more and more frequently. In addition to the billions of end devices, many billions of networked things will be added. The data from these devices will only be manageable with methods from artificial intelligence. And, according to a seemingly ancient theorem of modern IT, this requires large amounts of data in order to train its skills and then draw valid conclusions from other large amounts of data and derive decisions.

“Every click counts!”

The American physician Duncan MacDougall (1866 – 1920) tried in the early 20th century to determine the weight of the human soul by weighing dying patients. According to him, the difference in weight between living and dead patients averaged 21 grams. He considered these 21 grams to be the weight of the human soul. Today, the difference is explained differently - for example, by the loss of fluid at the moment of death.

The value of data is also difficult to determine: They weigh nothing, have no immediate value and there is no currency with which the space taken up by data on storage media can be seriously offset against the costs.

But nothing helps: If a company like OTTO is to become a data-driven company and an online retailer that can make intelligent business decisions in real time, then it needs an answer to the question of the value of data.

“Every click counts” – Michael Müller-Wünsch has known this for a long time. “But we wanted to find out how much exactly.”

The paradigm of Big Data is wobbling

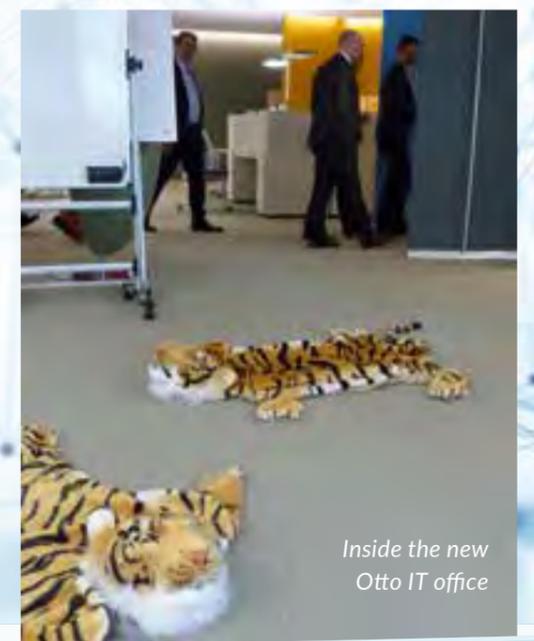
“There are neither byte rating agencies nor data exchanges or highly professional expertise that could measure data in carats and ounces,” says Michaela Regneri, Senior Expert AI & Cognitive Computing at OTTO. She holds a PhD in Computational Linguistics and did research in both applied and theoretical Artificial Intelligence. At OTTO, she used the methods of applied science to search for the value of data and questioned the widespread motto “a lot helps a lot”. “At OTTO, we prefer to become data minimalists,” says Regneri, and the reason for this seems obvious: “Less data means faster scaling, more sustainability, less costs and more responsibility for the privacy of customers.”

But in order to gain the same or even better insights from less data than from a lot of data, you have to know one thing: Which data brings how much? And exactly this question is the subject of a research project that Michaela Regneri started within OTTO’s BI team. The research object was a so-called recommender algorithm, which offers customers alternatives similar to the current product, which is particularly helpful when something is out of stock. A neural network uses an algorithm developed by Google to calculate which alternatives fit best from six months worth of user interaction data, that amounts to roughly 100 million user sessions.

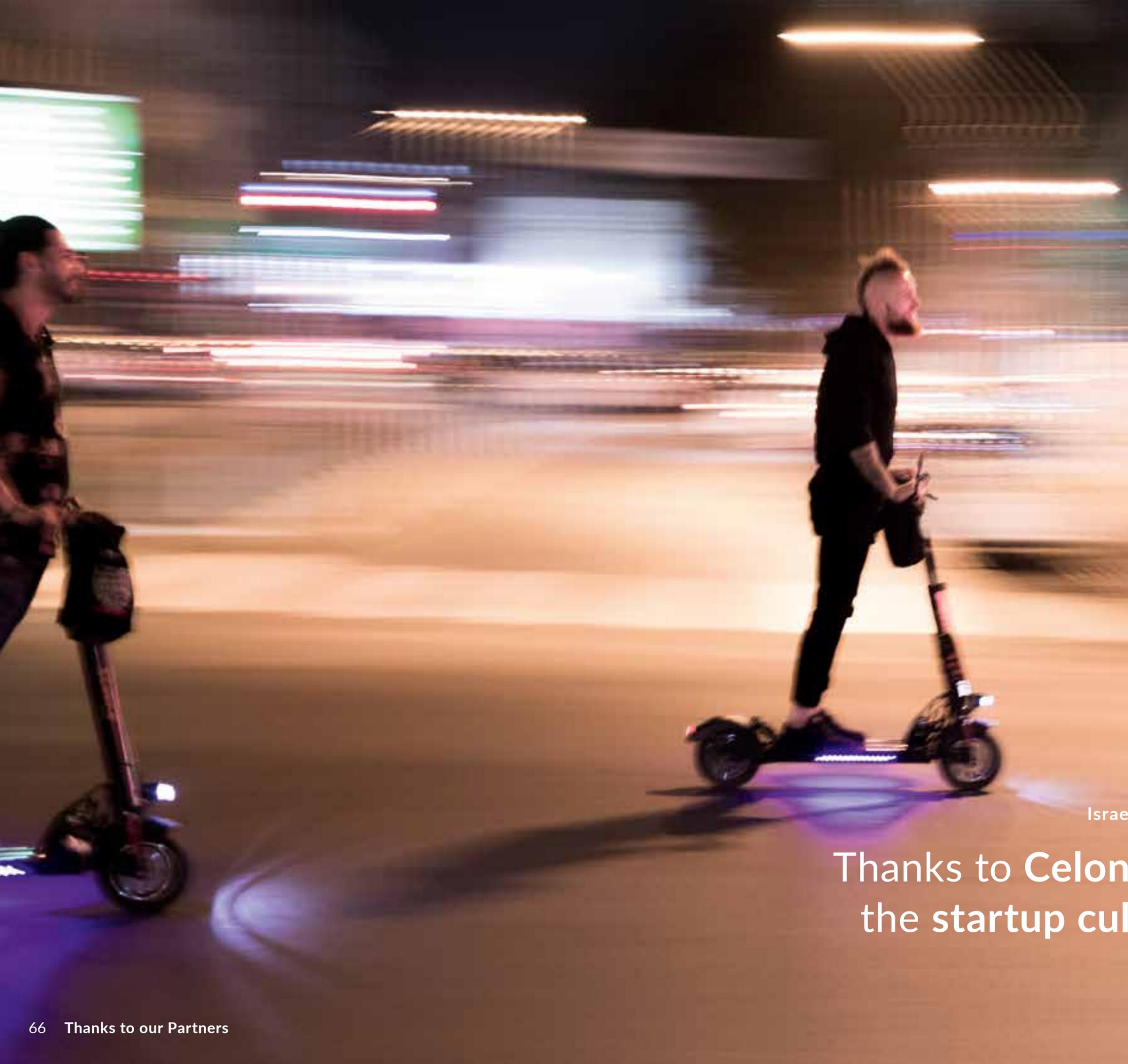
The researchers found out that even a small amount of data can have a great effect. This effect occurred when only a single data set of a single session was changed, i.e. exactly 0.001 percent of the data. Regneri and her

team showed that even the smallest changes can have a big effect (“butterfly effect”). The reason for this is that the algorithm repeatedly randomly chooses between equally good options on a large amount of data, i.e. it makes different recommendations even if the data is the same. OTTO eliminated all random factors from the algorithm, making all choices predictable. However, without random selection, the database had to be reduced to 1.3 million sessions (about two days of user clicked data. Just as if the favourite Italian from next door reduced the menu from six pages to just one recipe (“Spaghetti Bolognese”). This also makes the selection easier...

The project has not yet been completed – in line with the maxim of CIO Müller-Wünsch (“I don’t believe in accomplished”): Next, OTTO’s Big Data team wants to show what the butterfly effect means in terms of data in euros and cents.



Inside the new Otto IT office



celonis

Celonis is the world's leading process mining company. The innovative big data technology applies machine learning across all company data to provide full, unbiased visibility into all business processes, uncover bottlenecks, and provide prescriptive recommendations on how to eliminate them effectively. Enterprises from over 25 countries, such as ABB, Siemens, Vodafone or PostFinance, trust Celonis to visualize, analyze and maximize the efficiency of their operations. Celonis is based in Munich with offices in the U.S., the Netherlands and the UK.



Celonis delegate at CIOmove 2018 was Remy Lazarovici, SVP Sales EMEA

Israel 2018

Thanks to Celonis for showing us the startup culture of Tel Aviv

PARTICIPANTS of CIOMove 2018

More than 50 CIOs joined CIOMove in Israel. Find some participants sorted by companies here. Watch the whole list of publicly available portraits on ciomove.com.

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Allegro, Poland | Wojciech Szczęśny 130
Armstrong | Benson Zhao 138
BASF | Stefan Beck 76
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CCEE | Dario de Almeida 84
DHL | David Thornewill 132
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ZF Friedrichshafen | Jürgen Sturm 128





DOROTHÉE APPEL

Since Nov 1st **Dorothee Appel** has been appointed as Chief Information and Digital Officer for Zurich Insurance Germany after being the Chief Operating Office (COO) IT for ING Bank N.V. from March 2016 until October 2018. Before ING, Dorothee worked as a delegate for the German Red Cross in the refugee camp (Warteraum) in Erding/Germany. Prior to that she worked at BMW as VP Information Management and at Microsoft as CIO Germany and Switzerland. At Zurich, Dorothee will lead the digital and IT agenda. Zurich follows a business strategy which aims at achieving long term success through digitized processes, innovative solutions and customer focused services. For Zurich, IT is a means to sustainably satisfy and inspire customers and distribution partners through smart, simple and intuitive solutions. The strategy builds on the Zurich footprint, a solid financial position, a balanced portfolio, a trusted brand and the skills, strengths and expertise of the employees. „You need

a place and a moment where you fill up your energies and the reservoir of good ideas. And that's the place to be“, she said about her first attendance of CIOmove.



IT-STRATEGY

How centralized is the IT in your company?

very central ○○○●○○ very decentral

How standardized is the IT in your company?

we use mostly Standards ○○○●○○ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ○●○○○○ almost no IT budget

How digitalized is your company?

not digitalized at all ○○○●○○ very digitalized

ZURICH GROUP GERMANY

REVENUE

5.5 BN €

in premium income (2017)

EMPLOYEES

4.900

in Germany

BASED IN

BONN, GERMANY



DETAILS

The **Zurich Group Germany** is part of the worldwide operating Zurich Insurance Group. Headquartered in Zurich, Switzerland, the parent company is a multi-line insurer with a global network of subsidiaries and offices in North America and Europe, as well as in the Asia-Pacific region, Latin America and other markets. Worldwide, Zurich helps consumers, small and medium-sized businesses, and global corporations understand and protect against risks. Hence, it offers numerous innovative insurance products, intelligent solutions and consulting services.

With a premium income (2017) of more than EUR 5.5 billion, investments of EUR 48 billion and about 4.900 employees, Zurich Group Germany is among the leading insurers in Germany with a wide range of property and life insurance products. It offers innovative and first-class solutions for insurance, prevention, and risk management from a single source. Focus on individual customers and a high consulting standard are top priority. In 2018, 28 out of 30 DAX companies are insured with Zurich.



VITA

- Nov 2018 – present: Chief Information and Digital Officer Zurich Group Germany
- Mar 2016 – Oct 2018: COO IT (Chief Operating Officer IT) of ING Bank N.V.
- Feb 2016: Working as delegate of the German Red Cross in the refugee camp
- Nov 2014 – Jan 2016: VP Information Management (FG-1, then FG-S) at BMW Group
- May 2011 – May 2014: Head of IT at Microsoft Germany
- Jul 2006 – Apr 2011: Various positions at AXA Assistance
- Jul 2010 – Apr 2011: Deputy Global CIO & Solutions Director of AXA Assistance
- Sep 2007 – Jun 2010: Regional CIO NCEE (North Central Eastern Europe) at AXA Assistance
- Jul 2006 – Mar 2009: IT Director Germany & Mauritius at AXA Assistance
- Apr 2006 – Jun 2006: Senior Manager SITE (Strategic IT Effectiveness Practice) at Accenture
- Apr 2004 – Mar 2006: Senior Manager IT Strategy at Unilog Management
- Jan 1997 – Mar 2003: Various positions at Booz Allen Hamilton
- Jul 2002 – Mar 2003: European Marketing Manager Information Technology Group at Booz Allen Hamilton
- Jan 1997 – Jun 2002: Associate/Senior Associate Information Technology Group at Booz Allen Hamilton
- Sep 1992 – Dec 1996: Microsoft Germany
- Jul 1994 – Dec 1996: Consultant/Snr. Consultant at Microsoft Germany
- Sep 1992 – Jun 1993: Trainer Microsoft Institute at Microsoft

EDUCATION

- 1995 – 1997: Wake Forest University School of Business, Executive MBA Technical University
- 1986 – 1991: Technische Hochschule Karlsruhe, Computer Science



JAN BABST

Jan Babst is CIO at Logista S. A.. Since 2014 Logista has been executing an Omni-Channel business model with over 100,000 Points-of-Sales to increase its profitability. During this time, Logista Business and IT implemented a central SAP Backbone in over 100 projects. An integrated e-Commerce platform based on SAP Hybris enables a new loyalty program and up-/cross-selling. IT enables real-time analysis of ticket data from over 30,000 Points-of-Sale in a SAP Hana Data Warehouse. Close to 1000 sales experts use a portfolio of mobile applications. Call Centers complete customer service information in a single SAP CRM. The cornerstone of the Omni-Channel platform are currently over 30,000 POS terminals, connected online with Logista. Based on this solid platform, Logista will leverage existing analytical solutions for data driven decisions, simulations and predictive optimization. Formerly Jan worked as CEO/CIO at Holcim Services EMEA

S. A. after he was Head of Applications at Holcim Ltd. For his MBA degree he studied at Dokky University, Japan, Universität Duisburg, Germany, Universidad Alcala de Henares, Spain, Dublin University, Ireland and Universität Paderborn.



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How digitalized is your company?

not digitalized at all very digitalized

LOGISTA S.A.

REVENUE

9.4 BN €

EMPLOYEES

5.8 K

BASED IN

SPAIN



DETAILS

Grupo Logista is the leading distributor of products and services to proximity retailers in Southern Europe, serving some 300,000 delivery points within capillary retail networks in Spain, France, Italy and Portugal, so facilitating the best and fastest market access to tobacco related and convenience products, electronic top-ups, pharmaceuticals, books, publications and lotteries, among others.

The Group has built a unique business model in Southern Europe, combining its distribution and logistics comprehensive services with exclusive value added services. Advanced services provided to clients, both manufacturers and points of sale, include those offered in real time through Point of Sale Terminals, as well as Business Intelligence tools facilitating products access from manufacturers to the end consumer and so flexibly satisfying its clients' needs.

Thus, Grupo Logista becomes the best partner to provide products and services to the end consumer with an intelligent and efficient distribution through a convenient capillary retail network located next to the consumer.

Website: www.logista.es/en



VITA

Jan Babst is CIO at Logista S. A. since 2010. Formerly he worked as CEO/CIO at Holcim Services EMEA S. A. after he was Head of Applications at Holcim Ltd. For his education as MBA he studied at Dokky University, Japan, Universitaet Duisburg, Germany, Universidad Alcala de Henares, Spain, Dublin University, Ireland and Universitaet Paderborn.



PRESS

IT-Prozesse nach ISO 20000:
IT-Dienstleister komplett umgekrempelt



SUNDI BALU

Sundi Balu is International Chief Information Officer for Telstra based in Hong Kong. He is responsible for overseeing the management and direction of international information technology and Cloud Services at Telstra. He is also the founding chairman of the Asia Cloud Computing Association.

Sundi has over 20 years of experience in various functions of IT and consulting. Sundi was previously the CIO of Reach, a joint venture between PCCW and Telstra. He has held several senior technology roles at National Australia Bank in Asia, including program director and head of projects Asia. Prior to joining National Australia Bank, Sundi managed a consulting business. He also held various technology roles for ANZ Bank and BHP Billiton. Sundi started his career as a systems analyst with a mining company in India.

Sundi holds a MBA from the Melbourne Business School and holds a Master's degree in Engineering from the Royal Melbourne Institute of Technology.



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not digitalized at all ○○○●○○ very digitalized

TELSTRA

REVENUE

18.8 BN €

EMPLOYEES

>32 K

BASED IN

HONGKONG/CHINA



DETAILS

Telstra is one of the leading telecommunications and technology companies offering a wide range of services globally. They bring innovative technology, capability and talent from around the world to enable our customers to thrive in a connected world. Telstra's heritage is proudly Australian, but they have a longstanding international business with a focus on the Asia-Pacific region.

Today, they have over 3,500 employees based in 20 countries outside of Australia providing services to thousands of business and government customers.

Website: www.telstraglobal.com



VITA

- 2011 - Present: CIO of Telstra in Hongkong
- 2010 - 2011: IT stewardship for multiple lines of business and cloud services
Founding Chairman at Asia Cloud Computing Association
- 2007 - 2011: CIO of Reach Ltd
- 2005 - 2007: Program Director of National Australia Bank Asia
- 2003 - 2005: Business Technology Partner of Transformation Programs, Private Banking Technology, Asia - National Australia Bank
- 2001 - 2003: Managing Partner of Balu and Associates
- 1999 - 2001: Senior Manager of ANZ Bank

EDUCATION

- 2001 - 2003: MBA, Master of Business Administration at University of Melbourne - Melbourne Business School
- 1994 - 2000: Masters of Engineering, Computer Engineering RMIT University

PRESS

- Telstra tries for digital intimacy in customer-first strategy
- Cloud Services in the Asia-Pacific Region



STEFAN BECK



Stefan Beck has taken over the role of BASF's Chief Information Officer as of November 1, 2017. He is a Senior Executive with international experience in various lines of business, such as Process Industry, Telecommunications Industry, Automotive Industry and Mechanical & Plant Engineering.

Responsible for IT Strategy, global Business Process Management, Enterprise Architecture, Cybersecurity, Process Audits and IT Key Account Management for BASF's divisions.

IT-STRATEGY

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very central ●○○○○○ very decentral

How standardized is the IT in your company?

we use mostly Standards ○●○○○○ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ○○●○○○ almost no IT budget

How digitalized is your company?

not digitalized at all ○○○●○ very digitalized



BASF

REVENUE

65 MRD €

EMPLOYEES

115 K

BASED IN

GERMANY



DETAILS

At **BASF**, we create chemistry for a sustainable future. We combine economic success with environmental protection and social responsibility. The approximately 114,000 employees in the BASF Group work on contributing to the success of our customers in nearly all sectors and almost every country in the world. Our portfolio is organized into five segments: Chemicals, Performance Products, Functional Materials & Solutions, Agricultural Solutions and Oil & Gas. BASF generated sales of about €58 billion in 2016. BASF shares are traded on the stock exchanges in Frankfurt (BAS), London (BFA) and Zurich (BAS).

VITA

- Nov 2017 –present: CIO BASF Group
- Nov 2017 –present: Senior Vice President, Global Process/Enterprise Architecture
- Jan 2016 –present: Member of the Board of Directors of European BASF Business Services group companies
- Sep 2013 –present: Managing Director Business Services GmbH
- Jul 2013 –Oct 2017: Senior Vice President, Business Relationship Management
- Aug 2013 –Jun 2013: Vice President Business Management at BASF
- Sep 2006 –Jul 2012: Vice President Regional Information Services at BASF
- 1985 –1992: Diploma in computer science at University of Technology Berlin





DR HARALD BERGER



Harald is an experienced Group Chief Information Officer with a demonstrated history of working in the Information Technology and Consumer Products industry. Harald is skilled in Strategic IT Management, Customer Relationship and Supply Chain Management, Human Resources, Organizational Development and cross-functional Team Leadership. He enjoys the personal interaction with different organizations, people and cultures. In his private life Harald likes fitness, cycling and mountain climbing as well as good food, wine & whiskey.



IT-STRATEGY

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How digitalized is your company?

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FREUDENBERG

REVENUE

8.5 BN €

EMPLOYEES

48 K

BASED IN

GERMANY



DETAILS

Freudenberg is a global technology group that strengthens its customers and society long-term through forward-looking innovations. Together with our partners, customers and the world of science, we develop leading-edge technologies, and excellent products, solutions and services for more than 30 market segments and for thousands of applications: seals, vibration control components, nonwovens, filters, specialty chemicals, medical products, IT services and the most modern cleaning products. Innovation strength, strong customer orientation, diversity and team spirit are the cornerstones of Freudenberg. Commitment to excellence, reliability and proactive, responsible action belong to our company's core values lived for more than 165 years.



VITA

- Feb 2013 – present: CIO of Freudenberg Group, Germany
- Jun 2009 – Jan 2013: Chief Human Resources Officer & Chief Information Officer (CIO) of Freudenberg Haushaltsprodukte SE & Co. KG
- Mar 2002 – May 2009: Chief Information Officer (CIO) at Freudenberg Haushaltsprodukte KG
- Sep 2000 – Feb 2002: Head Global Procurement Systems & Processes at Gillette, USA
- Mar 1992 – Aug 2000: Manager SAP Support at Braun AG, Germany
- Oct 1989 – Feb 1992: R&D Manager at Festo, Germany

EDUCATION

- 2015: INSEAD Strategic Leadership Program
- 1987 – 1989: Mathematics at University of Stuttgart, Dr. rer. Nat.
- 1985 – 1986: Mathematics at Carnegie Mellon University, Master of Science (M.Sc.)
- 1982 – 1986: Theoretical Mechanics at Technical University Darmstadt, Diplom-Engineer

AWARDS

- CIOs des Jahres 2007 – Second Ten Großunternehmen



DR JOSÉ AUGUSTO PEREIRA BRITO

José Augusto has professional experience as engineer, PHD, teacher and researcher. It includes innovative projects in IT: Digital Transformation, IT infrastructure, AV and TV infrastructure, computer systems, information security, business management, projects, process automation, telecommunications, unified communications, educational technologies and computational mathematics.

Experience in engineering projects – civil, mechanical, nuclear power plants and computational sciences. Since August 2017, he has been the leader of MackGraphe (<http://mackgraphe.mackenzie.br>), the new Mackenzie Research Center for Graphene and Nanotechnology. He teaches the electrical engineering course and computer sciences course at Mackenzie University.



IT-STRATEGY

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MACKENZIE

REVENUE

203 MN US\$

EMPLOYEES

3.5 K

BASED IN

BRAZIL



VITA

- Since 2017: Executive Director of MackGraphe at Mackenzie University
- 2001 - 2017: CIO of the Mackenzie Presbyterian Institute in São Paulo with the vision and mission of transforming Mackenzie in a Brazilian institution of reference in IT adoption.
- 1998 - 2000: Internet Manager at Mackenzie
Taught courses at FGV-Rio in IT Business Innovation, and at ECA-USP in Marketing Sciences (Political, Public and Enterprise).

DETAILS

Mackenzie Presbyterian Institute is associated with the Brazilian educational history, a philanthropic institution that seeks to serve the common good of Brazil and the Brazilian people. In its 145th year, Mackenzie provides a differentiated educational experience for all educational levels, from pre-school to post-graduate courses: 39,000 Higher Education students and 7,500 K12 students across five Campuses, and other 145 K12 Schools in Brazil with the Mackenzie Educational System.

EDUCATION

- 2017: Executive Leadership Course. Mackenzie University, São Paulo
- 2014 - 2016: Global MBA, Manchester Business School-UK
- 2015: Executive Leadership Course. MIT, São Paulo
- 2015: Managerial Course. Mackenzie, São Paulo
- 2011: Enterprise Sustainability – Postgraduate Course. FGV, São Paulo
- 2007: Management of Distance Learning – Postgraduate Course. FGV, São Paulo
- 2001 - 2005: Doctoral Course in Communication and Marketing. USP, São Paulo
- 2001: E-Business – Postgraduate Course. FGV, São Paulo
- 1997 - 1998: Managerial Course. Trend Educational Technology, Rio de Janeiro
- 1993 - 1997: Doctoral Course in Computing Engineering. COPPE-UFRJ, Rio de Janeiro
- 1984 - 1987: Master Course in Civil Engineering. PUC, Rio de Janeiro
- 1979 - 1983: Bachelor's degree in Civil Engineering. UFMT, Cuiabá

PRESS

- Since 2012, Mackenzie adopted Office 365 to 28,000 University and K12 Users. Microsoft News Center Brasil. Apr, 2015
- Mackenzie ensures integrity and security of data with ARCserve Backup solution. Customer Case Study, 2014.
- Brito, J. A. P. Data Center Container – Case Study Mackenzie. Cloud and Network Convergence. Semestral Meetings of ANSP, 4 Edition, Oct 29 - 31, 2013. São Paulo.
- Brito, J. A. P. Innovative Modular Data Center Containers. DataCenter Dynamics. Converged. Oct. 2013. São Paulo.
- Blue Coat Networks. Mackenzie University – Customer Case Study. 2013.
- AirWatch. Mackenzie manage confidential documents with AirWatch Secure Content Locker. Customer Case Study. 2012.
- Brito, J. A. P. Cybercitizen: The Virtualization of the Contemporary Public Communication. Organicom Magazine. V. 3, N. 4, USP, 2006.

AWARDS

- IT Professional – Winner, Award of 2007, 2011, 2015 und 2017
- ComputerWorld IT Leader 2008, 2010, 2011
- IT Executive of the year 2010– Category IT and Telecommunications, Information Week.
- e-Learning Brazil 2009– Outstanding Contributions, MicroPower.
- e-Learning Brazil 2008– Winner, Academic Project in Brazil, MicroPower.
- e-Learning Brasil 2006– Winner, Educational Gold, MicroPower.
- Japanese Youth Goodwill Mission. Award in Japan, granted by the Ministry of Education of Brazil (MEC) and the Prime Minister of Japan. 1983.



PAUL BRIAN CONTINO

Paul is an accomplished IT leader with over 25 years of health care and life science experience. He has served in numerous senior executive roles over his career as well as a decade as a biomedical research scientist before transitioning into information technology.

Paul currently serves as the VP of Information Technology at Guthrie Health System where he is leading the new department of Enterprise Information Management & Analytics advancing the use of analytics and informatics in support of clinical care and population health initiatives.

He has previously served as the Global CTO for IKS Health, as well as Corporate CTO for New York City Health + Hospitals and VP of IT at Mount Sinai Medical Center. In an effort to support the next wave of innovation in healthcare and medicine, Paul has coached and mentored numerous healthcare startups on product development and strategy,

Paul is a visionary thinker and a leader with an entrepreneurial spirit that drives transformational business strategy and innovation.



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not digitalized at all very digitalized

VITA

- Feb 2017 – present: Vice President, Enterprise Information Management & Analytics of Guthrie
- Aug 2016 – present: Board Member of Get Real Health
- Nov 2015 – present: Senior Advisory Consultant
- Feb 2016 – Nov 2016: Global CTO of IKS Health
- Apr 2011 – Oct 2015: CTO of NYC Health + Hospitals Corporation
- May 2011 – Nov 2011: CIO of NYC Health + Hospitals Corporation
- Jan 2008 – Jan 2011: Chair, Healthcare Council of Smart Card Alliance
- Jan 2007 – Jan 2011: Executive Director of MSETG Mount Sinai Educational Technology Group
- Jan 2003 – Jan 2011: Vice President, Information Technology of Mount Sinai Medical Center
- Jul 2000 – Oct 2003: Director of the Information Technology Development Center (ITDC) of Mount Sinai School of Medicine
- Jan 1990 – Mar 2001: Founder, President and CEO of OMEGA GRAFX, Inc.
- Jul 1999 – Jul 2000: Director of Information Technology and WEB Development at Mount Sinai School of Medicine

EDUCATION

- 2006: Columbia University in the City of New York, CIO Institute
- 1984 – 1988: City University of New York City College, BS, Biochemistry
- 1980 – 1984: Bronx High School of Science, Regents Diploma

GUTHRIE

REVENUE

650.0 MN €

EMPLOYEES

5.5 K

BASED IN

USA



DETAILS

Guthrie located in north central Pennsylvania and south central New York, is a non-profit integrated health care delivery system that currently includes four hospitals, more than 295 physicians and 175 advanced practice providers, 34 regional provider offices in 22 communities, home health and home care services, and a research institute. Guthrie manages more than 1,000,000 patient visits a year.

PRESS

- Getting to Meaningful Use and Beyond: How Smart Card Technology Can Support Meaningful Use of Electronic Health Records
- Medical Identity Theft in Healthcare
- Healthcare Identity Management: The Foundation for a Secure and Trusted National Health Information Network

AWARDS

2017: Healthcare Ambassador, Honored to serve as one of eleven healthcare ambassadors to Fujitsu providing insight and guidance on the healthcare industry and marketplace.

2013: Pilot Health Tech NYC – Judge, Pilot Health Tech NYC provides a total of \$1,000,000 in funding to 10 or more innovative pilot projects to take place in New York City. The program seeks to match early-stage health or healthcare technology companies (,innovators') with key NYC healthcare service organizations and stakeholders (,hosts'), including hospitals, physician clinics, payors, pharma companies, nursing associations, major employers and retailers.

2013, 2014, 2015: The New York Digital Health Accelerator Program – Judge and Mentor, a program run by the New York eHealth Collaborative and the Partnership Fund of New York City for early- and growth-stage digital health companies that are developing cutting edge technology products in care coordination, patient engagement and workflow improvement.



DARIO DE ALMEIDA

Dario Almeida is a senior IT executive with 30+ years of achievement in leveraging technology to drive business transformation. Award-winning professional with a solid academic background, holds a degree in Computer Science from UNICAMP, an MBA in Project Management from FIA/USP, an MBA in Knowledge, Technology and Innovation from FIA/USP, an MBA in Integrated Business Management from COPPE/UFRJ and a postgraduate degree in Energy Commercialization from UNIFEI.

Dario Almeida began his career in 1987 in the Industrial Automation sector, where he worked for four years in the development of supervisory and control systems for large industrial plants. From 1990 to 2002, worked in CPFL and AES Eletropaulo, which are two of the largest power utilities in Brazil, leading high performance teams in developing and integrating large information systems to support the company's core processes. From 2002 to 2011, developed a successful career in Management Consulting at IBM, with sales and delivery responsibility over a variety of transformational projects. As an Associ-

ate Partner, led the Brazilian Energy & Utilities practice at IBM Global Business Services.

In 2011, Dario Almeida moved to CCEE, the Brazilian Electricity Market Operator, and has since been leading a thorough process of digital transformation, which has turned CCEE into one of the most recognized companies in IT innovation in Brazil.



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VITA

- Since 2011: CIO, Executive Manager at Câmara de Comercialização de Energia Elétrica Brazil (CCEE)
- 2002 - 2011: Managing Consultant, Senior Managing Consultant, Associate Partner at IBM
- 2000 - 2002: IT Manager at AES Eletropaulo
- 1990 - 2000: System Analyst, Project Manager, IT Manager at CPFL
- 1987 - 1990: System Analyst at Comsip Engenharia

EDUCATION

- 2013 - 2015: Postgraduate course, Energy Commercialization, UNIFEI
- 2003 - 2005: MBA, Management of Integrated Business, COPPE-UFRJ
- 2002 - 2003: MBA, Knowledge, Technology and Innovation, FIA-USP
- 2001 - 2002: MBA, Project Management, FIA-USP
- 1984 - 1989: Bachelor degree in Computer Science - UNICAMP

CCEE

REVENUE

50.0 MN US\$

EMPLOYEES

420

BASED IN

BRAZIL



DETAILS

CCEE (Câmara de Comercialização de Energia Elétrica) is the Brazilian power market operator, responsible for carrying out the wholesale transactions and commercialization of electric power within the National Interconnected System. CCEE's mission is to promote the commercialization activities of electricity in Brazil, including ensuring the smooth market functioning and fostering discussions about its evolution. Since 2004, CCEE promoted 70+ energy auctions that resulted in over US\$ 500 billion in contracts signed. The energy accounting and settlements processes held by CCEE in 2016 accounted US\$ 14.2 billion.

AWARDS:

- 2016:** IT Executive of the Year, IT Media and Korn Ferry, Winner - Category Utilities
- 2015:** IT Executive of the Year, IT Media and Korn Ferry, Top three executives - Category Utilities
- 2015:** The 100 most innovative companies in the use of IT, IT Media and PwC
- 2015:** IT Professional of the Year, InformaticaHoje Magazine, Plano Editorial, Top three executives - Category Utilities
- 2014:** The 100 most innovative companies in the use of IT, IT Media and PwC
- 2014:** IT Professional of the Year, InformaticaHoje Magazine, Plano Editorial - Top three executives - Category Utilities
- 2012:** IT Professional of the Year, InformaticaHoje Magazine, Plano Editorial - Top five executives - Category Utilities
- Service Excellence Award:** Awarded 4 consecutive times from 2005 to 2008, IBM





DR OLAF FRANK

Olaf is an experienced leader in the field of corporate IT. His focus has been with the insurance and reinsurance industry. Currently he is responsible for the Global IT Applications organization of Munich Re and interim CIO. Olaf has a strong background in transforming IT organizations and processes in an international context. He has helped in transforming Munich Re's IT organization into a multisourcing setup and is an expert in transitioning IT organizations to agile methodologies in combination with outsourcing/offshoring of IT delivery. At Munich Re, Olaf is responsible for all application activities. A reinsurer as Munich Re works in a very regulated industry. For this reason, regulators have repeatedly demanded that very precise solutions be developed and implemented. Another IT aspect, which has become increasingly important over the past three to four years, concerns the systems that drive Olaf's business. These include, for example, all systems that are aimed at risk

assessment, global networking and future collaboration opportunities. „Digital transformation is therefore a top priority for us, and we must and want to do it justice“, he mentioned.



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MUNICH RE

REVENUE

50.4 BN €

EMPLOYEES

43.5 K

BASED IN
GERMANY

DETAILS

Munich Re is one of the world's leading risk carriers and stands for exceptional solution-based expertise, consistent risk management, financial stability and client proximity. The Group operates in all lines of insurance, with around 45,000 employees throughout the world and combines primary insurance and reinsurance under one roof.

Besides our capital base, the foundation of our success is knowledge and competence – qualities that ben-

efit clients and staff alike. As a world-class reinsurer, we invest a great deal in maintaining our knowledge lead and foster the innovative strength and expertise of our more than 11,000 employees in reinsurance. We motivate by offering a wide variety of responsible tasks with clear objectives, and cultivate a team spirit. Our corporate culture is defined by performance, mutual respect and trust. All this makes us an attractive employer providing global career development opportunities and prospects.

VITA

Jan 2012 – present: Head of Global Applications at Munich Re
Apr 2016 – Mar 2017: CIO (interim) of Munich Re
2009 – present: Head of department at Munich Re
2002 – 2011: Various positions at Munich Re
1999 – 2002: Project Manager at COR&FJA AG

EDUCATION

1994 – 1999: The University of Freiburg, Theoretical and Mathematical Physics, Doctor of Philosophy (Ph.D.)
1994: Carl von Ossietzky Universität Oldenburg, Physics
1991 – 1992: University of Calgary, Visiting Student, Theoretical and Mathematical Physics





CATALINA GRIMALT

Catalina, what will logistics look like in 20 years? Drones, Hyperloop, Amazon, these are three terms that immediately come to Catalina Grimalt's mind when she muses on the future of the harbor. CIO Grimalt can imagine using drones for surveillance or transport. Shipping company owners, drug dealers and the police share her thoughts on the use of drones. The air space above the harbor could become very crowded.

Hyperloop is not yet ready to be deployed, but could upset existing logistic models. The shuttles, which inventor Elon Musk plans to shoot through reduced-pressure tubes, could take the place of transport by road or rail. For the second largest cruise harbor (Miami is the largest) this could be a larger challenge. What Musk is demonstrating in California at the moment is less than a Transrapid test track, but Grimalt wants to keep an eye on this technical development.

And finally Amazon: For the first time in history a retailer has amassed so much power that it shapes overall logistics. Amazon's ambitions are more threatening for logistic companies than Google is for car manufacturers. Self-driving cars might become an interesting side business for Google, but logistics belongs to Amazon's core business. Catalina Grimalt follows developments regarding "Same Day Delivery" with great interest. She is not only "Directora Sistemes d'Informatico" of the Port de Barcelona, she is also Chairwoman of the "Consell de CIOs de Catalunya". This regional council is looking forward to our visit.

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PORT DE BARCELONA

REVENUE **166** MN €
EMPLOYEES **568**

BASED IN
SPAIN



Port de Barcelona

VITA

- Oct 2016 - present: Subdirectora General de Organización y Recursos Internos of Port de Barcelona
- May 2010 - present: Directora Sistemas de Información at Port de Barcelona
- Jan 2008 - Sep 2010: Responsable de Desarrollo Informático y Calidad de servicios at Port de Barcelona
- Jun 2004 - Dec 2007: Responsable de Informatica de Gestió at Autoritat Portuaria de Barcelona
- Jul 1999 - Sep 2003: Directora Tecnica at PortIC Barcelona
- Sep 1990 - Jun 1992: Consultor Senior at Ernst & Young
- Aug 1989 - Sep 1990: Consultor Junior at KPMG Peat Marwick

DETAILS

The Port of Barcelona is a pioneer in applying technology solutions in its various areas (commercial, logistics and citizens). The aim is to generate efficient services that provide competitiveness to the sector and value for its customers while ensuring that logistics and port activity grow sustainably. Barcelona, Spain's top port and one of the first in Europe to promote an initiative of this kind, is now also getting involved in developing and financing tools to respond to the demands and needs for modernisation and competitiveness of the local logistics sector.

Port Challenge Barcelona has been launched in collaboration with the Founder Institute Barcelona and involves the participation of Barcelona Tech City, Barcelona Activa, the Chamber of Commerce, the Catalan Government's CatalunyaEmprèn initiative and ESADE and IESE's business angels networks.

EDUCATION

- 2013: ESADE Business School, CIO Advanced Program
- 2012: ESADE, Sistemas de información de gestión, general
- 2007: IESE Business School, PDD, Programa de desarrollo directivo
- 2002 - 2003: Universitat Politècnica de Catalunya, Master, Logistics
- 1985 - 1989: Universitat Politècnica de Catalunya, Licenciatura, Informatica





DR PAMELA HERGET-WEHLITZ

Focus of Pamela Herget-Wehlitz's work at MTU Aero Engines to date were the modernization of the IT-landscape (e.g. Future PLM-System, implementation of S/4 HANA) and the development and implementation of a group-wide IT strategy. As part of that MTU plans to increase the digital competence within the company by recruiting several people in different business areas. In addition to that she and her team are currently busy with implementing the IT-infrastructure and - applications for a new JV with Lufthansa Technics in Poland.



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MTU AERO ENGINES

REVENUE

4.7 BN €

EMPLOYEES

9 K

BASED IN

GERMANY



DETAILS

MTU Aero Engines is Germany's leading engine manufacturer and an established global player in the industry. The company engages in the design, development, manufacture, marketing and support of commercial and military aircraft engines in all thrust and power categories and stationary gas turbines. Operating affiliates all over the world, MTU has a local presence in major regions and markets.

In the commercial engine business, MTU has content in all thrust and power categories, from propulsion systems for business jets and engines for narrowbody aircraft with geared turbofan technology to the world's most powerful engines. The company is a valued and trusted partner to all of the big players in the industry: GE, Pratt & Whitney and Rolls-Royce.

In the maintenance business, MTU Maintenance is the world's largest independent provider of commercial engine MRO (maintenance, repair and overhaul) services in terms of sales. The primary focus is on providing support for engines in which MTU is a risk- and revenue-sharing partner. MTU is the leading global provider of maintenance and repair services for the V2500, the engine powering the current Airbus A320 family of aircraft. MTU Maintenance also offers repair solutions for a wide variety of different engine types.

In the military arena, MTU Aero Engines is Germany's industrial lead company for practically all engines flown by the country's military. The company delivers the enabling technologies, develops and manufactures engines and engine components, and provides logistics support.

VITA

- Feb 2015 - present: Head of Information Technology of MTU Aero Engines AG
- Nov 2007 - Jan 2015: Head of Corporate Quality of MTU Aero Engines
- May 2006 - Oct 2007: Senior project manager PDM implementation at MTU Aero Engines
- Jan 2001 - Apr 2006: Head of Design at MTU Aero Engines GmbH
- Mar 1998 - Dec 2000: Project Manager Introduction Product Data Management (PDM) at BMW
- Dec 1994 - Mar 1998: Process Consulting/Organization at BMW Inhouse Consulting
- Dec 1993 - Nov 1994: Project manager Functional and Geometric Integration at BMW
- Oct 1990 - Nov 1993: Group Leader Structural Mechanics at BMW
- Jun 1985 - Sep 1990: Compressor aerodynamics and engine testing at MTU Aero Engines

EDUCATION

- 1998 - 2000: Systems Engineering and dissertation at TU München, Dr.-Ing.
- 1980 - 1985: Aerospace Engineering at TU Berlin, Dipl.-Ing.

PRESS

- Pamela Herget-Wehlitz neue CIO bei MTU
- Die Top-Frauen der deutschen IT-Branche
- Handelsblatt-IT-Tagung: Die Belegschaft digitalisiert sich



DR ALEXEY V. KHORUNZHIY

Alexey Khorunzhiy is a CIO with more than 20 years of IT experience in the Russian financial market. While finishing his PhD in history in the late 1980s he worked with the first PCs at his university and that was the point of no return. He was one of the leaders and ideologists of the first digital revolution of the Russian stock market (1999 – 2003) that cardinally changed the landscape of this business sector. Since 2005 he has been the chairman of the IT-committee of the Moscow Exchange. He has been in charge of coordinating the IT-activities of the exchange and the biggest financial companies during the time of the second disruption and recombination of the IT landscape. As CIO of Otkritie Broker he is leading the digital transformation in his company adopting and developing “Two-speed IT”, API-based architecture, cloud computing and block chain-based technologies as well as the ideological changes in business and IT processes.



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How much has your company outsourced IT?

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ОТКРИТИЕ

REVENUE

3.12 BN US\$

EMPLOYEES

15 K

BASED IN

RUSSIA



DETAILS

Otkritie is the largest Russian financial group by assets. Otkritie Holding, the parent company of the Group.

Companies of the Group offer their products and services to all kinds of clients: individual customers, SMEs, large corporations and institutional investors. 20,000 employees of the Group service about 4 million individual customers and 220,700 legal entities.

Banking is Otkritie's key business estimated at RUB 3.3 trillion. The Group holds a controlling stake in Otkritie Bank, the largest full-service private bank in Russia that ranks among the world's top 350 banking groups and is a top 10 in Eastern Europe. Otkritie is a full-service commercial bank benefiting from a resilient diversified business structure and efficient equity management. The Bank focuses on corporate and investment banking, retail business, SMEs and private banking.

The Group's investment banking business develops on the basis of investment units of Otkritie Bank and Otkritie Capital. Otkritie has been a TOP 3 largest investment company by trading volume on the Moscow Exchange for many years and is one of the largest Russian traders on the London Stock Exchange. The Group's companies Otkritie Broker and Otkritie Asset Management are leaders of brokerage services and asset management markets.

VITA

- 2014 – Present: CIO, Otkritie Broker
- 2014 – Present: member of the Technology Committee at the Saint-Petersburg Exchange
- 2012 – 2014: Member of The Moscow Exchange Council
- 2005 – now: Chairmen of the IT Committee of the Moscow Exchange (a link added)
- 2007 – 2014: Deputy director, “ALOR +” LLC
- 2003 – 2014: CIO, ALOR group of companies
- 1998 – 2007: CEO, “ALOR Invest” CJSC
- 1997 – 1998: Producer at a TV-company VKT in Moscow

EDUCATION

- 1992 – Present: Member of the Organizing Committee and one of the session moderators of the Annual Konstantin Tsiolkovsky's Scientific Readings organised by the Russian Academy of Sciences
- 1991 – Present: Associate professor, Department of Russian history (PFUR). Main fields of research: Methodology of historical sciences; Computer science in historical research; History of utopian thought.
- 1992: PhD in History
- 1988: Master degree in History (Peoples' Friendship University of Russia, PFUR) and 2 qualifications of professional interpreter (English, French)

PRESS

Interview with Alexey V. Khorunzhiy

AWARDS

- Reputation of the year - 2013 (so called “Russian financial Oscar”)
- “TOP-50 CIO” rating by Publishing House “Коммерсантъ”
- “TOP-100 most professional CIO in Russia” by Russian Managers Association



DR MICHAEL KRANZ

Dr.-Ing. Michael Kranz (55) startet his professional career 1996 at the automotive supplier LuK GmbH & Co. in Bühl as IT Project Lead. 1998 he took over the IT Management of LuK with worldwide responsibility at the end.

2004 he moved to Krones AG, a leading worldwide manufacturer of packaging and filling machines, as Senior Vice President Information Management. The most important program in his time at Krones has been kicked-off in 2007 with the goal to industrialize the IT to reach higher process maturity and service orientation. This program was finished successfully early 2011 with the first ISO 20000 certificate of an internal IT organization in the mechanical engineering sector.

Since October 2011 Dr. Michael Kranz leads as CIO the functional area Information Technology Management of thyssenkrupp Steel Europe AG und is member of the CIO Council of thyssenkrupp AG. He also leads the digitalization initiative of Steel Europe as part of the strategy program "one steel". With the successful implementation

of an integrated and harmonized SAP system, combined with process and organizational change, the most important of five major pillars of the IT strategy has now been materialized.



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THYSSENKRUPP

REVENUE **10.58** BN US\$

EMPLOYEES **27** K

BASED IN **GERMANY**

VITA

Oct 2011 - present: CIO of thyssenkrupp Steel Europe AG
 Nov 2004-Sep 2011: Head of Information Management at Krones AG
 1996 - 2004: IT Project lead, since 1998 Head of IT at LuK GmbH & Co.
 1989 - 1995: Research Assistant at University of Karlsruhe

EDUCATION

1989 Diploma in Information, Technical University of Karlsruhe
 1995 Doctor in Mechanical Engineering, Technical University of Munich

DETAILS

thyssenkrupp Steel Europe is one of the world's leading suppliers of high-grade flat steel. With around 27,000 employees, we supply high-quality steel products for innovative and demanding applications in a wide range of industries. Customer-specific material solutions and services associated with the material steel round off our range of services.

Together with our customers we continue to develop the long and successful story of our company, thereby shaping global markets, our region and a large number of powerful industries, including the automotive industry, machinery and plant engineering, the packaging industry and the energy sector.

thyssenkrupp Steel Europe fulfills the increasing demands for ever more efficient lightweight construction and safety standards, researches and develops new high-tech steels and sets standards for surface and processing technologies. Our intensive research and development work secures the basis for our sustained success.

PRESS

- Kranz neuer CIO bei ThyssenKrupp Steel
- Der digitale Weg in die Zukunft

AWARDS

- Top10 CIO des Jahres 2010





ŁUKASZ KRAUSE



Łukasz is an experienced CIO with extensive experience in IT transformation and reorganization at Polpharma. His responsibilities at the largest producer of pharmaceutical products in Poland also include the development and implementation of IT strategies and models for business and IT governance, the management of the Shared Service Center at Polpharma and all issues relating to IT security. Łukasz focuses strongly on the support of his company's business strategy – through a close business alignment of IT, with digital platforms for business and a strategic roadmap for digital transformation.



IT-STRATEGY

How centralized is the IT in your company?
very central ○○●○○ very decentral

How standardized is the IT in your company?
we use mostly Standards ○○●○○ we use Best of breed

How much has your company outsourced IT?
almost all of our IT Budget ○○○●○ almost no IT budget

How digitalized is your company?
not digitalized at all ○○●○○ very digitalized

POLPHARMA

REVENUE 929 MN € EMPLOYEES 7.5 K

BASED IN
POLAND



DETAILS

We are the largest Polish manufacturer of pharmaceuticals and a leader of the Polish pharmaceutical market. We actively operate in the markets of Central and Eastern Europe, the Caucasus and Central Asia. For over 80 years, we have been trusted by patients, healthcare professionals and business partners alike.

We are among the top 20 generic drug manufacturers in the world. We employ more than 7,000 people in Poland and on international markets. We have 7 manufacturing plants in Poland, Russia and Kazakhstan, and 7 research and development centres. Polpharma Group's portfolio includes about 600 products, and another 200 are being developed.

We are one of the most innovative companies in Poland according to the ranking prepared by the Institute of Economic Sciences of the Polish Academy of Sciences (PAN). We contribute to scientific development and health education and promotion.

Our motto is: People Helping People

VITA

- Sep 2017 – present: Group CIO/IT Director of Polpharma
- Dec 2012 – Mar 2017: Group CIO/IT Executive Director of Tauron
- Sep 2013 – Oct 2016: Member of the Supervisory Board of Tauron Customer Service
- May 2012 – Dec 2012: Head of Sales and Development of IT Services at Tauron
- Jun 2010 – Apr 2012: Head of Solution Support, PMO and Processes within the Business Group Central Europe IT Services of Vattenfall

EDUCATION

- 2013 – 2015: Executive MBA: Management and Business Administration at Stockholm University
- 2011 – 2012: Postgraduate IT Managers Academy at Academy of Business in Dąbrowa Górnicza
- 2010: Postgraduate Corporate Finance at Poznan School of Banking
- 2007 – 2008: Postgraduate Project Management at Poznan School of Banking
- 2001 – 2006: M.Sc. Eng., Electronics and Telecommunication at Silesian University of Technology



AWARDS

- Digital Leader of the Year 2016 CIONET Poland,
- CIO Diamond 2016 "Macro strategist of business technology",
- IT Leader of the Year in utilities sector, Computerworld 2016,
- TOP10 Intranet Nielsen Norman Group 2015,
- The most interesting of the best in category of IT strategy PTWP 2014.



MEL MODESTE LALIE

Mel Modeste Lalie is Information System Manager at the STA (African Telecommunication Society) in Côte d'Ivoire, where he specializes in the deployment of IT solutions and system administration. Mel Modeste has 12 years of professional experience, three of which he spent developing and integrating software and administering web applications. Mel Modeste has also spent a total of nine years in the telecommunications sector. Beside that he is involved in the Non-Governmental Organization Akendewa whose purpose is to emulate the industry of internet and mobile starting players. Mel Modeste is also Secretary General of the IT Manager Club of Côte d'Ivoire, which is committed to the acquisition of IT skills and the social development of young people.



IT-STRATEGY

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STA

REVENUE **4.6** BN US\$
 EMPLOYEES **50** K

BASED IN
COTE D'IVOIRE



DETAILS

STA is a company of Tech Mahindra and a leader in integrating innovative telecommunications solutions in Africa. STA has 40 years of experience in telecommunications on the African continent. STA has always provided quality services, efficient installations, on-going maintenance and a project management guarantee of lowest costs and adherence to deadlines. The rich and varied experience of STA in Africa allows it to adjust its services according to the local context and to offer its partners effective and adapted advisory services.

PRESS

Mel Modeste Lalié Responsable Informatique STA SGA - Club des DSI de Côte d'Ivoire : L'open source au secours des RH

VITA

Engineer in Computer Science





MICHAEL LOECHLE

Michael joined ABB in July 2016 as a Group Vice President IS & Head of Global Business Engagement. Before, he was more than six years Vice President & CIO at Alstom Thermal Power. He started his career in 1986 in Germany in the field of Information Management in the Public Sector before he moved to Switzerland in 1991.

In the following years, Michael held Senior Management positions in Information Management in the food industry (Unilever) and Senior Internal Audit positions in the pharmaceutical industry (Roche).

From 1997-99 he was the project manager of a large SAP implementation for Roche in Latin America and Spain. In 2002 he joined Ciba Specialty Chemicals where he held positions as Head of Internal Auditing, CIO and Head of Group Services.

In his last assignment as Head of Group Services he was a member of Ciba's Extended Executive Committee and he had the CIO, Human Resources, Group Communications and the Regional Presidents reporting to him.

Michael has wide leadership experience in large transformational change projects, M&A, SAP implementation projects, Shared Services set-up, IT outsourcing and Business Process Outsourcing.



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ABB

REVENUE **35.0** BN US\$

EMPLOYEES **150** K

BASED IN
SWITZERLAND



DETAILS

ABB is a pioneering technology leader in electrification products, robotics and motion, industrial automation and power grids serving customers in utilities, industry and transport & infrastructure globally. For more than four decades, ABB is writing the future of industrial digitalization. With more than 70 million devices connected through its installed base of more than 70,000 control systems across all customer segments, ABB is ideally positioned to benefit from the Energy and Fourth Industrial Revolution. With a heritage of more than 130 years, ABB operates in more than 100 countries with about 135,000 employees.

www.abb.com



EDUCATION

Michael holds a Bachelor of Laws LL.B. as well as a Bachelor in Information Management. He also holds an MBA from Stanford University as well as an Executive Master in International Business Law from the University St.Gallen. Furthermore, he completed management educations at London Business School, Ashridge, INSEAD and IMD. Michael is also a Certified Information Systems Auditor (CISA) and a Certified Internal Auditor (CIA).

AWARDS

Top CIO Switzerland in 2014





SVEN LORENZ



Dr Sven Lorenz has been responsible for IT as Vice President of Information Technology and CIO at Dr. Ing. h.c. F. Porsche AG since 2002. Lorenz studied Information Technology and Business Administration at the University of Karlsruhe and the University of Oregon in the USA. After winning a scholarship from the IBM Scientific Centre he achieved his doctorate in the field of artificial intelligence, on the scientific processing of natural language, and undertook research at the Institute for Natural Language Processing at the University of Stuttgart. Following periods working for IBM in software development and A.T. Kearney in management consulting, at the end of the 1990s Lorenz became Managing Director of an e-business start-up within the Deutsche Post Group, before moving to Porsche AG in 2002. At the awards for “CIO of the Year” 2006, he won second place in the “large company” category. Since 2013 he has been teaching Strategic IT Management at the University of Stuttgart.

IT-STRATEGY

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How digitalized is your company?

not digitalized at all very digitalized

PORSCHE

REVENUE

23.5 BN €

EMPLOYEES

30 K

BASED IN

GERMANY



DETAILS

Shaping the future of the sportscar – this is the theme of Porsche's Strategy 2025. At the heart of the strategy is our future product portfolio. The sportscar of the future will blend the history and values of the Porsche brand with innovative technologies, while at the same time ensuring sustainability. In achieving this, topics such as electromobility, digitalisation and connectivity will play an important role. Embracing these topics will allow us to shape the exclusive and sporty mobility of tomorrow. Nevertheless, with all the innovations and modifications in front of us, one thing remains constant: Anything that carries the Porsche crest will also feature the excellent quality that is synonymous with Porsche.

The company's main objective is to achieve value-generating growth. Only by achieving such growth can we make sustainable investments in innovative technologies, new products, and most importantly, in our team here at Porsche.

With this approach we are already on our way towards rethinking sporty mobility. We want to excite customers with our products and services. We are also aiming to consolidate our reputation as an excellent employer and business partner that fulfils its social and environmental responsibilities. And the return needs to be sufficient too.

We have everything we need to achieve our objectives: vehicles that will take your breath away and a team that is passionate about its work.

VITA

- Oct 2013 – present: Lecturer for Strategic IT-Management, Universität Stuttgart
- Jan 2002 – present: CIO of Dr. Ing. h.c. F. Porsche AG
- Apr 1997 – Dec 2001: Managing Director of Deutsche PostCom GmbH
- Jan 1996 – Mar 1997: Manager at A.T. Kearney
- Apr 1993 – Dec 1995: Technical Project Lead at IBM Deutschland Entwicklung GmbH
- Apr 1990 – Mar 1993: Research Assistant at Universität Stuttgart
- Oct 1987 – Jun 1989: Working student at IBM Wissenschaftliches Zentrum Heidelberg

EDUCATION

- Apr 1990 – Jul – 1993: Computational Linguistics at Universität Stuttgart, Dr phil.
- Sep 1986 – Jun 1987: Computer Science at University of Oregon
- Oct 1983 – Jun 1989: Information Science at Universität Karlsruhe, Dipl.-Inform.

PRESS

- Der auf der digitalen Welle reitet
- Wie Porsche-CIO Lorenz die Digitalisierung vorantreibt
- Interview Sven Lorenz: „Wir stecken in einer gewaltigen Umbruchphase“
- 14:50 – Sven Lorenz – automotivIT Kongress

AWARDS

CIO des Jahres 2006 (2. Platz Großunternehmen)



PHILIPP LÜBCKE

Philipp has 20 years of experience in project and IT management and 13 years as CIO. He joined mainova, a leading utilities company in Germany, based in Frankfurt, in 2013 and first focused on the restructuring of IT. Major benefits were a new demand and project portfolio management. During these years the relationship between business and IT has become a partnership. He also changed and optimized the whole IT architecture along the value chain and developed a platform strategy which is now being implemented. Currently, several agile projects are changing the IT organization and leading to mixed teams.



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MAINOVA

REVENUE

2 BN €

EMPLOYEES

2.7 K

BASED IN

GERMANY



DETAILS

Mainova is one of the largest regional utility companies in Germany and supplies customers in and around Frankfurt with electricity, gas, heat and water. Frankfurt is a fast growing city and has become the leading cluster for data centers in Germany. Large customers are i.e. the Frankfurt airport, many banks and several large IT provider, which are located around Europe's largest internet hub. Mainova produces a large part of the electricity as well as heat itself. More than one third of our electricity comes from renewables. A new strategy has been just recently developed and is focusing on digitalization of the business.

VITA

2013 - Present: CIO of Mainova AG (Utilities)

2005 - 2012: CIO of swb AG (Utilities)

2001 - 2004: Managing Consultant of Horvath & Partners Management Consultants

1996 - 2001: Head of Management Programs at ESMT - European School of Management and Technology (USW Schloss Gracht)

EDUCATION

1990 - 1995: Studies of Business Administration at University of Witten/Herdecke

PRESS

Neue IT-Strategie: Radikale IT-Restrukturierung bei Mainova





CHRISTOF MEIER

Christof Meier's main activities lie in IT integration. For mergers and acquisitions, structuring the Gauselmann Group's strategic IT orientation includes the following points: introducing cloud services and establishing change management to transform internal IT into an IT service integrator. In addition, Christof is dedicated to building close relationships with external and globally distributed partners as well as internal stakeholders in order to find new ways for professional cooperation with the owning family in a very dynamic market environment together with these partners.



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How digitalized is your company?
 not digitalized at all very digitalized

VITA

- 2014 - present: CIO Gauselmann Group
- 2014 - present: Spokesman of the Executive Management BEIT Systemhaus
- 2002 - 2013: Head of Department Global IT infrastructure

AWARDS

Second place in the IT industry competition

GAUSELMANN

REVENUE **2.5** MN €
 EMPLOYEES **10.4** K

BASED IN
GERMANY



DETAILS

The **Gauselmann Group** is a family-run, internationally active company operating in the entertainment and leisure industry. In addition to the development, production and sales of amusement/gaming machines and cash management systems, the Group operates the well-known gaming venue chain CASINO MERKUR-SPIELOTHEK. Furthermore, the Gauselmann Group is also active in many other business areas, such as sports betting, online gaming and casinos.





FLORIANA MOLONE

Floriana Molone is an innovative IT Executive with over 15 years experience in IT operations, senior management and strategic leadership in both the private and public sector.

An ITIL Expert, Floriana focuses on implementing streamlined transformative IT solutions which benefit the business and importantly engage and develop her teams.

Floriana: "Senior IT professional who blends technical knowledge, business acumen and a customer service approach central to my philosophy of delivering modern IT services in a dynamic and rapidly evolving environment. Having joined LSE in June 2013 from City University London I have successfully implemented and delivered a modern approach to IT service management where our customers; both students and academic faculty are at the heart of our delivery. Already fulfilling the Deputy Director of IT role and as Head of Customer Services I have a proven track record of liaising with senior leadership, made significant contributions to developing our current IT strategy

and have effectively completed LSE's Leadership development programme. I have regularly led on behalf of IT at the Library Board Meeting and Service Leaders away days. An advocate of women working in IT I fairly promote diversity and am an active mentor and coach across our IT teams.

As the University sector continues to be shaped through the digital agenda; service and cloud based delivery models and data privacy and cyber threats increasingly at the forefront of the agenda I bring a valued combination of both Higher Education and over 10 years of experience in private sector IT Operations and IT Service Management. I have previously managed IT services for organisations such as The Bank of England, AXA Investment Managers where regulation demanded high levels of efficiency and effective controls. As services increasingly migrate to the cloud offering a more current, cost effective and scalable on-demand set of services my prior experience of managing these types of services will prove essential.

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VITA

- Jun 2013 - present: Head of IT Customer Services/Interim IT Director at The London School of Economics and Political Science (LSE), United Kingdom
- May 2011 - May 2013: Head of IT Support Services at City University London, United Kingdom
- Jul 2008 - Apr 2011: Senior Service Delivery Manager at Plan-Net, United Kingdom
- Mar 2006 - Jun 2008: Service Manager at Vanco, United Kingdom
- Jul 2002 - Feb 2006: Customer Support Supervisor at Orange Business Services, United Kingdom

I am currently committed to working with senior faculty and leadership to shape and drive the IT strategy, with a vision to keep LSE at the forefront of research and continue as a world renowned leader in education. I act as a trusted advisor, and build and maintain relationships to translate a clear understanding of University needs into cost-effective and consistent delivery of IT services to meet those needs, able to respond with agility to evolving priorities and optimising benefits of technology advancements.

I hold ITIL V3 Expert and Prince 2 Practitioner status, am down to earth with strong interpersonal skills and with a professional and polished approach. Regularly deputising for the current Director of IT I chair business relationship meetings with the Academic Departments, Service Divisions of the Schools and Student representative bodies.

Strategic insight from both a service provider and end client perspective allow me to select and manage vendors via effective contracts; from negotiation through to ongoing performance management."

LSE

REVENUE

30 MN GBP

EMPLOYEES

4 K

BASED IN

UNITED KINGDOM



DETAILS

The **London School of Economics and Political Science (LSE)** is one of the foremost social science universities in the world. Its research and teaching span the full breadth of the social sciences, from economics, politics and law to sociology, anthropology, accounting and finance.

Founded in 1895 by Beatrice and Sidney Webb, the School has an outstanding reputation for academic excellence. 16 Nobel prize winners have been LSE staff or alumni.

EDUCATION

1996 - 2001: Università degli Studi di Palermo, English Literature and Drama, Master degree

PRESS

Women in IT Award - 2018 UK Winners

AWARDS

- Winner Future CIO of the Year 2018
- Women in IT Award



DIRK MÜLLER



Dirk Müller has been the CIO of the Holding company Franz Haniel & Cie. GmbH since 2011. Focus of his work is the strategic direction and organizational positioning of IT in terms of its internal and external customers. He tries to balance his management approach between compliance alignment and pragmatic and agile service delivery.

In 2015 he shifted efforts towards the Digital Transformation area. Since April 2016 Dirk has been leading the Haniel Digital Workbench Unit Schacht One GmbH which has been established in order to support the Haniel Business Units on their way of transformation.

Previously he had worked several years in senior IT management positions within Haniel, where he was responsible for Outsourcing and SAP rollout projects.

Before joining Haniel he had worked as a consultant in the area of business intelligence in national and international projects.

IT-STRATEGY

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HANIEL

REVENUE

3.6 BILLION €

EMPLOYEES

13.8 K

BASED IN

GERMANY

HANIEL

DETAILS

Franz Haniel & Cie. GmbH is a German family equity company which has been headquartered in Duisburg-Ruhrort since it was founded in 1756. It is from there that the Holding Company, which is wholly owned by the family, manages a diversified portfolio in line with a long-term investment strategy as a value developer.

Haniel's portfolio currently includes four business divisions which are independently responsible for their own operating business and which hold a leading market position in their respective sectors: BekaertDeslee, CWS-boco and ELG (wholly owned), TAKKT (majority owned). In addition there is the METRO GROUP financial investment.

Challenge IT: New IT strategy and IT organization to fulfill the needs of an hybrid IT organization, which delivers services for the holding company and also IT Group Services on a SLA basis. Own Architecture approach and new roles in IT.

Digital Transformation: Raise awareness for the digital transformation topic within the business units. Development of a special concept for supporting the Business Units which suits the decentralized portfolio approach of Haniel.

Website: www.haniel.de/



VITA

2016 - Present: CEO of Schacht One GmbH - the Haniel Digital Workbench

2011 - Present: Head of IT at Franz Haniel & Cie. GmbH

2004 - 2011: Head of Application Platforms / Program Management of Franz Haniel & Cie. GmbH

2001 - 2004: Senior Consultant Business Intelligence of SerCon

1998 - 2001: Inhouse Consultant Business Intelligence of Readymix AG

EDUCATION

Diplom in Informatik (IT) at Universität Dortmund

PRESS

- Interview: die IT, Treiber der Innovation
- IT-Profis brauchen Soft Skills
- CIO-Talk: Digitalisierung erfordert Courage
- Haniel eröffnet Digitaleinheit „Schacht One“
- 5 Dinge, die jeder über Schacht One wissen muss

AWARDS

- OSRAM Orange Award
- Finalist Best in Cloud 2012
- Finalist European CIO of the Year 2015



DR MICHAEL MÜLLER-WÜNSCH

Michael Müller-Wünsch started his career as a computer scientist and earned his doctorate in the field of artificial intelligence. He quickly realized that his IT skills were particularly in demand in the retail sector: In hardly any other industry are the upheavals of digitalization so strongly noticeable. Today Michael is CIO of the OTTO individual company.

After graduating as a computer scientist from the TU Berlin in 1985, he initially worked there as a research assistant. He received his doctorate in 1991 and continued his academic career as a university assistant in the field of business informatics until 1996.

He then moved to the private sector and took on management positions in companies such as Herlitz, myToys.de and Lekkerland, where he was already CIO. In the newly created function of Otto's Technology Division Board, the father of three is responsible for the further development of the IT landscape.



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not digitalized at all ○○○●○ very digitalized

OTTO

REVENUE

3.2 BN US\$

EMPLOYEES

4.5 K

BASED IN

GERMANY

OTTO

DETAILS

About **Otto**: It all began in 1949 with a hand-glued catalogue and 28 pairs of shoes – nowadays OTTO's revenues total around 2.7 billion Euros (FY 2016/17), about 90 per cent of which are online revenue share. As a pioneer OTTO started online business in 1995 already. The sheer diversity of a trend-setting assortment is astonishing – 2.2 million articles listed and 6,000 brands in the Fashion, Living and Multimedia segments make OTTO the one-stop shop that covers just about every wish. As member of the Otto Group we engage around 4,500 employees.

VITA

- Aug 2015 – present: CIO of Otto (GmbH & Co KG)
- Jan 2012 – Jul 2015: SVP Corporate IT (CIO) of Lekkerland AG & Co.KG
- Jul 2010 – Feb 2012: partner at HiSolutions AG
- Mar 2004 – Feb 2012: Professor for International Management at FOM Berlin
- Mar 2009 – Jun 2010: SVP & Director Business Development/Sales at CEVA Logistics
- Dec 2006 – Feb 2009: Director Operations, IS&S at CEVA Logistics
- Jul 2004 – Nov 2006: Director IT/Managing Director TIS GmbH
- Aug 2004 – Oct 2005: Director Information & Communication Services at TNT Logistics Central & Eastern Europe
- Mar 2000 – Jun 2004: Chief Operating Officer of myToys.de
- 1996 – 2000: Director Services & Operations at Herlitz

EDUCATION

- 1980 – 1990: Dr Computer Science & MIS, Distributed Artificial Intelligence, Business Administration at Technical University Berlin

PRESS

- Interview with OTTO CIO Dr. Michael Müller-Wünsch
- Müller-Wünsch turns Otto into an intelligent real-time enterprise

AWARDS

"CIO of the Year 2017" with the special "Innovation Award"





CHRISTIAN NIEDERHAGEMANN

Since the summer of 2017 **Christian** has been responsible as the CIO of MANN+HUMMEL, the German based and family-owned global leader in filtration technology.

In addition to a new internal set-up for the Global IT and virtual teams, he has been introducing a global cloud strategy to bring most of the business and infrastructure services to cloud technology within the next years in order to enable the internal and external digitization in collaboration with the business partners. Connected manufacturing, IoT and IIoT, advanced CRM as well as latest technologies are key topics for him and his global teams.



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MANN + HUMMEL

REVENUE

3.9 BN €

EMPLOYEES

22 K

BASED IN

GERMANY

MANN + HUMMEL

DETAILS

As a leader and expert in the field of filtration **MANN + HUMMEL** develops innovative solutions for the health and mobility of people. A wide range of products and services enables them to meet the needs of their customers and society to “separate the useful from the harmful” by filtration processes. The know-how in the area of filtration has been continually developed for more than 75 years, inspired by the latest technology and ecological requirements. The products are for numerous areas of expertise and sectors, including vehicles, industrial applications, clean air for interior spaces and the sustainable use of water.

PRESS

- Niederhagemann neuer CIO bei Mann+Hummel
- So nimmt man Stakeholdern die Angst
- Diese Soft Skills brauchen IT-Experten

AWARDS

- 2015 Top 10 – CIO des Jahres (Großunternehmen)
- 2014 Top 20 – CIO des Jahres (Großunternehmen)
- 2013 Finalteilnehmer – CIO des Jahres (Großunternehmen)

VITA

- Aug 2017 – present: CIO and Group Vice President Information Technology of MANN + HUMMEL, Germany
- Oct 2011 – Jul 2017: CIO of KHS GmbH, Germany
- Jan 2008 – Sep 2011: Head of Enterprise Architecture at KHS, Germany
- Jan 2006 – Dec 2007: Managing Director of GeoTask AG, Switzerland

EDUCATION

- Diplom Ingenieur, Fertigungstechnik, Hochschule Bochum
- Diplom-Wirtschaftsingenieur, Hochschule Bochum





GERD NIEHAGE

Gerd has experience as CIO in the areas of automotive industry, retail, healthcare and pharma. Gerd has more than 25 years experiences as an IT manager in automotive, pharma, healthcare, public administration, producing, fast moving goods and service industries. He spend 10 years abroad in North America and Asia. He was global CIO of the automotive supplier HELLA and located in Shanghai/China, before returning to Germany to take over the same position in the global MedTech and pharmaceutical company B. Braun Melsungen AG. Gerd Niehage has a degree in computer science and communications management and studied executive management at the Mannheim Business School and at Tongji University in Shanghai. He is married and has three daughters.



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VITA

- 2017 - present: Chief Information Officer (CIO), B. Braun Group
- 2013 - 2016: Chief Information Officer (CIO), HELLA Group
- 2008 - 2016: Head of IT Asia/Pacific, HELLA Shanghai/China
- 2003 - 2007: Project Manager, Information- & Logistics-Management, HELLA
- 2001 - 2002: Senior Consultant, INFORA, Management Consultancy, Cologne
Executive MBA, Mannheim Business School
Executive MBA, Tongji University, Shanghai
Information-/Communication Management, Wilhelm-Büchner-Hochschule

PROJECTS

- Work experiences abroad in Asia/Pacific and North-America.
- Achievements as Group CIO and regional IT head for Asia/Pacific
- IT / Digital Transformation Strategy (introduction of the strategy process; setup of IT inhouse consultancy to support internal digitalization as well as digitalization of products and services; setup of multiple speed IT)
- Globalization/standardization of the IT organization and processes
- Inhouse Off-/nearshoring (Eastern-Europe, South-East-Asia, South-America)
- Implementation of global Communication/Collaboration (Voice, Video, Office365)
- Standardization and harmonization of processes (SAP, MS Dynamics, Salesforce, Sharepoint, E-Commerce/Hybris)
- Improving global infrastructures and IT operations (Data center as a service/Co-Locations, IoT-platform, product cloud, global system/network and services monitoring)
- Strengthening of the IT governance and cost optimization (introduction of central IT procurement/license management, project controlling/business case calculations, binding IT tender processes and setting up business relationship management)
- Build up IT and Information Security Office (technical IT security, information classification, authorizations, user awareness, ISMS)

B.BRAUN GROUP

REVENUE

6.5 BN €

EMPLOYEES

60 K

BASED IN

GERMANY

B|BRAUN
SHARING EXPERTISE

DETAILS

Braun Melsungen AG is one of the leading manufacturers of medical technology and pharmaceutical products worldwide, as well as a provider of medical services. The company employs over 60,000 people in 64 countries. B. Braun is a system provider that develops effective solutions and trendsetting standards in 18 therapy fields of the health care industry in close partnership with users and partners. Its goal is the sustainable protection and improvement of people's health around the world. The B. Braun product range comprises a total of 5,000 products, 95 percent of which are manufactured by the company. These include solutions and the consumable materials required for infusion, nutrition and pain therapy, infusion pumps and systems, surgical instruments, suture materials, hip and knee implants, dialysis equipment and accessories, and stoma and wound care products. Also included are services and consulting for optimizing hospital processes and making them safer and more efficient. B. Braun prepares patients and their families for at-home care.





DR ROLAND SCHÜTZ

Dr Roland Schuetz has been Executive Vice President and Chief Information Officer (CIO) of the Lufthansa Group since February 2017. In this role, he is in charge of information technology of the entire enterprise and driving the digital transformation of the Lufthansa Group. The aim is to provide customers with state-of-the-art digital interfaces, mobile applications and convenient booking and handling processes across all airline brands and other business segments within the Group.

Schuetz (48) has more than 20 years of IT experience and has been working for the Lufthansa Group since 2005. He has a PhD in Physics and was initially Chief Operating Officer Infrastructure Services at Lufthansa Systems, an IT subsidiary of the Lufthansa Group. In 2010, he took over the responsibility for the IT area of the freight subsidiary Lufthansa Cargo, before he was appointed CIO of the largest business segment Lufthansa Passenger Airlines in 2014 and became CIO of all Lufthansa Group

airlines in 2016. Prior to that, he has worked in the finance industry for over ten years and held various leadership positions in IT services organizations.



IT-STRATEGY

How centralized is the IT in your company?

very central very decentral

How standardized is the IT in your company?

we use mostly Standards we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget almost no IT budget

How digitalized is your company?

not digitalized at all very digitalized

LUFTHANSA

REVENUE

31.7 BN €

EMPLOYEES

124 K

BASED IN

GERMANY



Lufthansa Group

DETAILS

The **Lufthansa Group** is the world's leading aviation group. Its portfolio of companies consists of network airlines, point-to-point airlines and aviation service companies. Its combination of business segments makes the Lufthansa Group a globally unique aviation group.

Passenger transport is the largest business segment in the Lufthansa Group. The Passenger Airline Group includes the airlines Lufthansa Passenger Airlines, SWISS, Austrian Airlines and Eurowings. Equity interests in Brussels Airlines and SunExpress are strategic additions to the portfolio. Brussels Airlines was fully acquired at the beginning of the 2017 financial year.

VITA

- Feb 2017 - Present: EVP Information Management & Lufthansa Group CIO
- Jan 2016 - Jan 2017: EVP and CIO Lufthansa Group Airlines and Digital Initiatives at Lufthansa Group
- Jun 2014 - Dec 2015: CIO of Lufthansa, SVP Information Management & CIO Lufthansa Passage
- Nov 2005 - Oct 2010: COO of Lufthansa,
- Mar 1996 - Oct 2005: Head of System Technology at Fiducia IT AG

EDUCATION

- 1993 - 1996: University of Karlsruhe (TH): Dr. rer. nat., Physics
- 1987 - 1993: University of Karlsruhe (TH): Dipl. Phys.
- 1978 - 1987: Kepler Gymnasium, Freiburg, Abitur

PRESS

- Wechsel von Lufthansa Cargo: Schütz neuer CIO bei Lufthansa Passage
- Dr. Roland Schütz ab sofort Chief Information Officer (CIO) aller Fluglinien in der Lufthansa Group
- Dr Roland Schütz named Chief Information Officer (CIO) of all Lufthansa Group airlines - effective immediately





LESIBA SEBOLA

Lesiba is currently the IT Director for Bidvest Panalpina Logistics (BPL). He is responsible for the overall information technology strategy planning and execution within the organization. He has deep knowledge and extensive experience in various aspects of information technology including project management, policy development, software development, systems integration, technical solutions design and implementations.

Prior to joining, he has worked for several organizations predominantly in the telecommunication industry for organizations such as Telkom, Vodacom and MTN. He also has industry expertise in Management Consulting, Broadcasting, Supply chain, Financial services and Academic sectors.



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BPL

REVENUE

5.9 BN US\$

EMPLOYEES

130 K

BASED IN

SOUTH AFRICA



DETAIL

Bidvest Panalpina Logistics (BPL) has been a proud Bidvest company and valued partner of the Panalpina Group for over 40 years. BPL is one of the oldest and largest logistics companies in South Africa with extensive transport, warehousing, freight forwarding, customs clearance, and supply chain solutions experience in all major industries. BPL has provided supply chain solutions to the local and international marketplace for over 108 years.

VITA

- Bachelor of Engineering(Electronic), University of Pretoria
- Bachelor of Engineering(Hons)(Computer), University of Pretoria
- Master of Engineering(Electronic), University of Pretoria
- Telecoms Mini MBA , Telecoms Academy in conjunction with University of Derby Corporate
- Senior Leadership Programme, Wits Business School





JEAN CLAUDE SIGUI



Jean Claude Sigui is the DSI of Gras Savoye Willis Watson Tower Ivory Coast. He is responsible for the information system and computer security. He currently manages all subsidiaries in West and Central Africa. He is in charge of the service transition for the implementation of Datacenters that will host the data of the African subsidiaries of the Willis Tower Watson Group. He has 22 years of professional experience including 14 at the Gras Savoye WTW Group.

Prior to Gras Savoye, he spent 8 years at Syris Informatique, a consultancy firm in which he played the role of head of research and development and then director of software production.

Jean Claude is Deputy President of the Information Systems Directors Club of Côte d'Ivoire and Member of the Presidium of the Association of Chief Information Officers of Africa.

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GRAS SAVOYE

REVENUE

8.2 BN US\$

EMPLOYEES

45 K

BASED IN

GREAT BRITAIN



DETAIL

Gras Savoye is a Willis Towers Watson company. Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has 45,000 employees serving more than 140 countries.

We design and deliver solutions that manage risk, optimize benefits, cultivate talent, and expand the power of capital to protect and strengthen institutions and individuals. Our unique perspective allows us to see the critical intersections between talent, assets and ideas – the dynamic formula that drives business performance.



EDUCATION

- 2014 - 2016: Développement Durable at Chaire Unesco pour la Paix/Université d'Abidjan, Engineer's Degree
- 2010 - 2011: Ethique Economique et Développement Durable at CERAP Inades, Master's Degree
- 2009 - 2010: Relation Economique at CERAP/INADES PRF/REI
- 2006 - 2007: MBA ECG Management by Total Quality
- 2005 - 2006: Master HEC Abidjan Audit and Management Control
- 1999 - 2002: Computer engineer
- 1994 - 1996: BTS Computer Management

VITA

- Jun 2004 - present: Information and IT Manager at Gras Savoye
- Nov 1996 - May 2004: IT Manager at Syris Informatique
- Sep 1995 - Nov 1996: Analyst at Eco Informatique

PRESS

- le-réseau-africain-des-clubs-dsi-porte-sur-les-fonds-baptismaux
- Rapport de synthèse DSI Forum 2017 en Tunisie
- Intervention à l'Africa Web Festival sur la Cyber sécurité



URSULA SORITSCH-RENIER

Ursula Soritsch-Renier is skilled in complex change and transformational initiatives with extensive success in program and project management. She has expertise in strategy, business, data analysis and negotiations. Soritsch-Renier is a leader with a track record of effectively managing global staff. Excellent communication skills in four languages with proven track record managing cultural diversity.

IT within Nokia has a very unique position. On one hand it is using and maturing its own software products therefore being the key sales person to the market. On the other hand, Nokia has the Bell Labs being a basic research facility out of which new technologies are launched. In Collaboration ideas can be further explored and developed.

In addition, the IT in Nokia is also in the lead to provide the foundation, architecture and security for all digitalization aspects of the company to provide a standardized and scalable environment so that the business groups can focus on developing products and services to the market.



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NOKIA

REVENUE 2017

23 BILLION €

EMPLOYEES

102 K

BASED IN

SWITZERLAND



VITA

- Jun 2018 – present: Group CIO and Digital Leader of Nokia, Switzerland
- 2013 – 2018: Group CIO of Sulzer Management AG, Switzerland
- 2009 – 2013: Global Head of IT Strategy, PMO and Architecture Novartis Vaccines and Diagnostics Cambridge, USA
- 2006 – 2009: Director, Information Management and Quality & Regulatory Philips Healthcare, Andover, USA
- 2003 – 2006: Global Program Manager – IT Enterprise Strategy & Architecture of Philips International / Corporate IT, Eindhoven, Netherlands
- 2001 – 2003: Senior Product Marketing Manager – Digital Networks Philips Consumer Electronics, Eindhoven, Netherlands
- 2000 – 2001: Global Product Manager – Digital High-end Television Philips Consumer Electronics, Bruges, Belgium
- 1997 – 2000: Global IT Process Systems Manager of Philips Consumer Electronics, Eindhoven, Netherlands
- 1995 – 1997: IT Project Manager Philips Consumer Electronics Vienna, Austria

EDUCATION

- 1990 – 1995: Computer Science at University of Vienna
- 1993: MBA Economics and Computer Science, Edinburgh
- 1986 – 1988: Diplom in Economics, Finance, Computer Science at WIFI college

AWARDS

- Swiss CIO Award 2014

DETAIL

We create the technology to connect the world. Powered by the research and innovation of **Nokia Bell Labs**, we serve communications service providers, governments, large enterprises and consumers, with the industry's most complete, end-to-end portfolio of products, services and licensing. We adhere to the highest ethical business standards as we create technology with social purpose, quality and integrity. Nokia is enabling the infrastructure for 5G and the Internet of Things to transform the human experience. <https://www.nokia.com>.

PRESS

Published

- Perfekt will jeder – agil trauen sich wenige
- „Meint sie es wirklich ernst mit ihrer Karriere?“

Portraits/Interviews

- Wie die IT-Chefin den Wandel bewerkstelligt
- The Excitement of Leading Transformative Change
- Sulzer-CIO: „IT ist kontrolliertes Chaos“
- Österreicherin gewinnt Swiss CIO Award 2014
- Die Chefinnen der Zukunft
- Wie die IT-Chefin den Wandel bewerkstelligt
- Ich sehe mich selbst als proaktiven CIO
- Ich bin kein Nerd
- Portrait: Die Strategin

LIVE

- Presentation at the annual CIO summit in Barcelona November 2015 (You can create a profile 'for free' and watch three sessions)
- Interview at Nasscom in Mumbai, India February 2016: 'How Does Disruption Effect Jobs'



RICCARDO SPERRLE

Riccardo P. Sperrle has held several management roles in the IT industries as well as in the Consulting and Retail Business.

In 2011 he joined the Unternehmensgruppe Tengelmann where he first started as CIO from Kaisers Tengelmann, the grocery business. In 2013 he took over the role as group CIO.

Prior to that, he was managing director at Media-Saturn IT Service GmbH, the IT company for Europe's biggest consumer electronics retailer. He focused his work on enterprise architecture and software development.

Before he worked on the user side he spent many years in the IT service industry where he held several top-level positions at companies like Atos Origin, Unilog or Manugistics.

He started his career as management consultant for ERP and SCM topics with Wassermann and Kurt Salmon.

Riccardo P. Sperrle studied physics, biochemistry and biology in Berlin and holds a degree as Diplom-Physiker.



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TENGELMANN

REVENUE

8.2 BILLION €

EMPLOYEES

210 K

BASED IN

GERMANY



DETAILS

With its modern structure and international outlook, the **Tengelmann Group** is a multi-sector retailer. Today, the Tengelmann Group holds shares in 77 companies which represents revenues of approximately 27 billion euros and more than 210,000 employees.

Its divisions include OBI DIY stores, the fashion and non-food discounter KiK, babymarkt.de, Trei Real Estate and Tengelmann Ventures as well as Emil Capital Partners in the US.

The holding company is located in Mülheim an der Ruhr, where the long-established family business was founded in 1867. Operational management of the Group is now in the hands of the fifth generation of the family headed by Karl-Erivan W. Haub (CEO and Managing Partner).

Ecological and sociopolitical commitment is a high priority for the Tengelmann Group, which has won many awards for its energetic environmental protection program symbolized by Tengelmann's own "Frog and Turtle" environmental seal. The launch of the Tengelmann Climate Initiative in 2007 is a logical continuation of this commitment.

EDUCATION

- Diplom in Physics (Biophysics) from Freie Universität Berlin





DR JÜRGEN STURM



Dr. Sturm has served as CIO of ZF Friedrichshafen AG since the beginning of 2015. Prior to that he served 16 years as CIO in the consumer industry, where he led the digital transformation at the Bosch and Siemens Home Appliances Group (2003 – 2014) and the consumer electronics company Grundig AG (1999 – 2003). During this time, he was involved in several major business platform renovations for setting up digitally enabled business models which are fully customer centric and consumer driven. He started his career as program manager for Business Process Reengineering at Daimler and became Head of Global Supply Chain at Daimler’s electronics division TEMIC Semiconductors (1994 – 1998).

He is an active member of several European and German CIO networks. Dr. Sturm holds a master and doctorate degree in productional engineering with special focus on manufacturing automation and information systems. During his research period he did applied research primarily for major companies like Alcatel, Bosch, Daimler, Philips and Siemens.

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ZF

REVENUE

35.2 BN €

EMPLOYEES

136 K

BASED IN

GERMANY



DETAILS

ZF is a global leader in driveline and chassis technology as well as active and passive safety technology. The company has a global workforce of around 137,000 with approximately 230 locations in some 40 countries. In 2016, ZF achieved sales of €35.2 billion. ZF annually invests about six percent of its sales in research & development – ensuring continued success through the design and engineering of innovative technologies. ZF is one of the largest automotive suppliers worldwide.



VITA

- 2015 – Present: CIO Corporate Information Technology of ZF Friedrichshafen AG
- 2003 – 2014: CIO of BSH Bosch and Siemens Hausgeräte GmbH, München
- 1999 – 2003: Divisional Head Organisation, Processes, Informationssysteme of Grundig AG, Nürnberg
- 1996 – 1999: Divisional Head for Supply Chain Management und Logistic TEMIC Telefunken microelectronic GmbH
- 1995 – 1996: Program Manager for Business Process Reengineering, Produktionstechnik und Logistik Consult of Daimler-Benz AG, Stuttgart

EDUCATION

- 1989 – 1994 Dr.-Ing. engineering technology at University Erlangen-Nürnberg,
- 1982 – 1989 Mechanical engineering and manufacturing, Dipl.-Ing. at University Erlangen-Nürnberg

PRESS

- Handelsblatt: „Den Fortschritt digital steuern“
- „IT darf im Innovationsprozess kein limitierender Faktor sein“
- „Der SAP-HANA-Zug bei BSH in voller Fahrt“, DSAG-JK 2014
- CIO success is all about winning friends and influencing people
- How Design Thinking drives Competitive Advantage



WOJCIECH SZCZĘSNY

Wojciech has been part of Allegro since 2009, and began building Infrastructure and IT Operations for internal customers, as well as Business Intelligence, IT Governance and Compliance departments.

Since 2013 Wojciech has been the Head of IT Business Services, responsible for development and maintenance of backoffice systems of the Allegro Group in CEE region. He participated in the Allegro sales process and was responsible for TSA execution.

Since 2018, Wojciech has held the additional role of Technical Advisor to CEO, overseeing Value Creation Plan realization and driving the efficiency of the CEO and leadership team.

Prior to Allegro, he served as CIO for Arvato Services, a Bertelsmann Media outsourcing branch specialized in contact centers, loyalty programs, and logistics services.

Wojciech has a bachelor's degree in Computer Science from Poznan University of Technology, and attended the Executive MBA program at the University of Economics

in Poznan in cooperation with Georgia State University in Atlanta.

He has been awarded Manager's Certificate in IT Service Management and ITIL Expert by EXIN and as well Professional Scrum Foundations by scrum.org.



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ALLEGRO

REVENUE **3.5** BN € EMPLOYEES **1.5** K

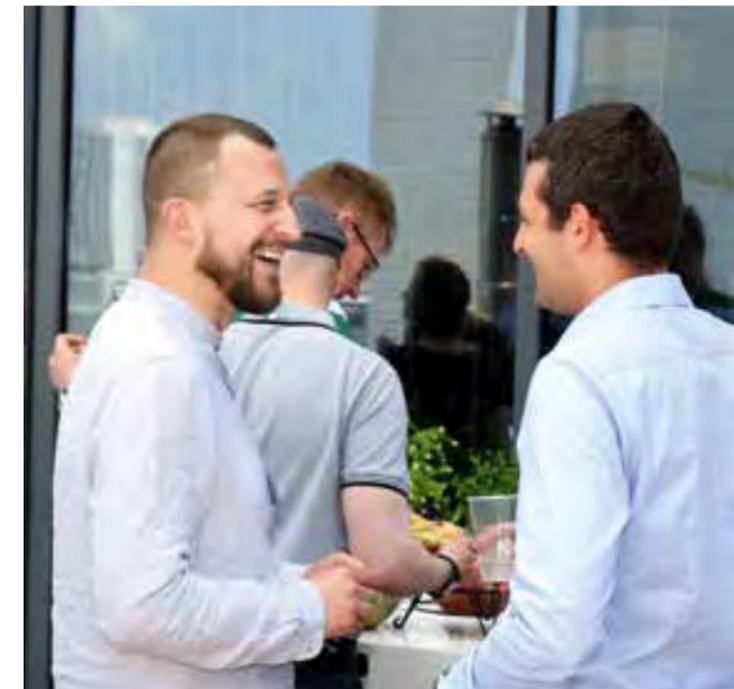
BASED IN
POLAND

allegro

DETAILS

Allegro is a leading online marketplace in Poland, enabling companies and individuals to sell their products directly to consumers. Allegro has more than 20 million registered users who perform in excess of 16 million transactions per month, resulting in total sales of more than 750,000 items a day. In addition, Allegro operates Ceneo, a leading price comparison platform in Poland.

Established in 1999, Allegro is headquartered in Poznań, Poland, with four additional offices in Warsaw, Toruń, Wrocław and Kraków, and employs approximately 1,500 people.



VITA

Employment at allegro, Poland

Oct 2018 – present: Technical Advisor to CEO
Jan 2017 – Sep 2018: IT Business Services & Portfolio Management Office Director
Oct 2013 – Dec 2016: Corporate IT Director
Sep 2010 – Sep 2013: CTO
Jun 2009 – Sep 2010: Infrastructure & IT Operations Director

Employment at Arvato Services, Poland

Feb 2005 – May 2009: CIO
Nov 2002 – Sep 2007: IT Security Manager
Oct 2002 – Jan 2005: IT Department Manager
Mar 2000 – Oct 2002: IT Development Manager
Jun 1999 – Mar 2000: Software Developer / Analyst
Oct 1998 – Jun 1999: Database Developer at SC Johnson, Poland
Oct 1997 – Sep 1998: IT Specialist at Horton International

EDUCATION

2010 – 2012: Executive MBA, Poznan University of Economics & Business, Georgia State University
2005 – 2006: Organizational Leadership, Bertelsmann University
1995 – 2000: MSc, Computer Science, Poznan University of Technology



DAVID THORNEWILL



David Thornevill is CIO, Goba Business Services & Corporate Center of Deutsche Post DHL Group, a german mail and logistics company. He is focused on finding new ways of doing things: "Using data in more value creating ways. Helping people realize what tools, systems, digitization could bring to them, how it could change their jobs, perhaps change their life. Certainly it changes the way, we do our business - sometimes new things, sometimes doing things more efficiently perhaps it can bring excitements into jobs as well", he told us in the CIOmove interview. His priority in IT strategy is to look after business partners and colleagues and making sure to address their needs. "It also means learning new things, it means bringing new people on board, bringing new talents and developing them. Talents we haven't already used in the past."



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DEUTSCHE POST DHL GROUP

REVENUE **56.0** BILLION €
 EMPLOYEES **>493** K

BASED IN
GERMANY

Deutsche Post DHL
 Group

DETAILS

Deutsche Post DHL Group is the world's leading logistics and mail communications company. The Group is focused on being the first choice for customers, employees and investors in its core business areas worldwide. It makes a positive contribution to the world by connecting people and enabling global trade while being committed to responsible business practices and corporate citizenship. Deutsche Post DHL Group operates under two brands: Deutsche Post is Europe's leading postal service provider. DHL is uniquely positioned in the world's growth markets, with a comprehensive range of international express, freight transportation, e-commerce, and supply chain management services.

Deutsche Post DHL Group employs more than 480,000 employees in over 220 countries and territories worldwide. The Group generated revenues of more than 56 billion Euros in 2014.



PRESS

- The CIO's big data challenge: Asking the right questions, connecting the dots
- David Thornevill von Essen, Deutsche Post DHL
- Was liest eigentlich David Thornevill?
- DHL macht den Cloud-Computing-Praxistest

VITA

- Sep 2008 - Present: CIO, Goba Business Services & Corporate Center
- Mar 2007 - Aug 2008: SVP, Head of Transformation Programs of DHL, Prague, Czech Republic
- Jul 2005 - Feb 2007: VP, Head of Professional Services of DHL, Prague, Czech Republic
- Jan 2004 - Jun 2005: VP, European Program Management of DHL, Prague, Czech Republic
- May 2002 - Dec 2003: Director, Program Management of DHL, Scottsdale, AZ
- Feb 2001 - Apr 2002: CEO of DirXon, Inc, Tempe, AZ
- Aug 1999 - Feb 2001: Controller and Chief of Staff of ON Semiconductor

EDUCATION

- 1998: Thunderbird School of Global Management, MBA, International Management
- 1983 - 1986: Hochschule München, BSc, Information Systems



JOSÉ VALIÑO BLANCO



Jose Valiño has been CIO and Deputy General Manager (DGA) of the Spanish ABANCA since 2014. It operates in the autonomous communities of Galicia, Asturias and the province of León, and in other parts of Spain. Previously, Jose Valiño worked for ten years as CIO at Caixa Galicia, which in 2010 was NCG from which ABANCA emerged.

Jose Valiño comes from IT consulting, where he worked for around 17 years - mainly for bank clients in Spain, Latin America and the USA and as a partner in Europe Management (now ATOS) and Andersen Consulting (now Accenture). In the 1990s he was Chairman of the Meta Group in Spain and Portugal (now Gartner Group). He is also President of the Architecture Innovation Committee of COAS, a cooperation division of the Spanish Banking Association, and a board member of several venture technology companies such as Hal Cash and others. He holds a Master of Industrial Engineering from Madrid Politechnical University and Tuck School (Darmouth).

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ABANCA

AUM **56** BILLION € (2014) EMPLOYEES **5.9** K

BASED IN
SPAIN



DETAILS

ABANCA Corporación Bancaria, S.A. is a Spanish bank. It was created in 2011 following the “bankisation” of Novacaixagalicia savings bank.

ABANCA is one of the main financial institutions of the Spanish market by volume of assets.

The bank is based in Galicia and is committed to a new way of doing banking based on what they call „Sentir Común“, with very clear values: responsibility, reliability, quality and innovation.

ABANCA has a network of around 700 offices in Spain and 9 other countries.

In Galicia, ABANCA is present in 87% of the municipalities. Outside Galicia, ABANCA has a commercial network of 114 offices, with a special presence in León, Asturias and Madrid.

In December 2014 the company announced the merger of NCG Banco, S.A. with Banco Echeverria, S.A. The company changed its legal name to ABANCA Corporación Banacaria, S.A. with headquarters in Betanzos, the former headquarters of Banco Echeverria.

VITA

- May 2014 - present: Director General, IT; Information, Procesos y Operaciones at ABANCA
- Dec 2010 - Nov 2011: CIO (DG Adjunto Sistemas) at Nova CaixaGalicia
- Feb 2000 - Nov 2010: DGA Sistemas (CIO) at Caixa Galicia
- Jan 2000 - Dec 2005: Presidente at Softgal
- Oct 1989 - Dec 2000: Partner at Europa mangement
- Apr 1995 - Dec 1999: Chairman of META Group Iberia
- 1982 - 1989: Senior Manager at Andersen Consulting (now Accenture)
- 1982 - 1987: Manager at Arthur Andersen

EDUCATION

- 2000 - 2001: Tuck School of Business at Dartmouth, Exec Education, Business & Operations
- Universidad Politecnica de Madrid, Mslngenieria Industrial, Master of Science (MS), Industrial Engineering, NuclearInformation Systems





ANGELA WEISSENBERGER

Focus of Angela Weissenberger's work at STADA to date were the development and implementation of a group-wide IT strategy, the introduction of an IT Service Management according to ITIL and the set-up of a Requirement Management as well as the execution of numerous international IT projects such as SAP implementations, roll-outs, introduction of new software solutions, projects for harmonizations, optimizations, integrations and digitalization, mergers after acquisitions, carve outs, etc.

Furthermore, Angela together with her team successfully conducted various outsourcing projects also in relation to changes of providers and complex transitions.

One key aspect within the scope of the IT strategy was for Angela the elaboration of a new IT sourcing strategy. As a result and in agreement with the Executive Board of STADA, the set-up of an internal IT Shared Service Center "STADA IT SOLUTIONS" was established successfully in Serbia in 2014.

In addition to her responsibility as Senior Vice President IT / CIO of STADA, Angela took over the General Management of "STADA IT SOLUTIONS" which provides IT services as well as IT solutions and carries out IT operations and IT projects as a partner of the business units for the STADA Group internationally.

Angela earned the title "CIO of the Year" multiple times in the category of Major Enterprises in German speaking countries. She is one of the influential women in the IT sector.



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STADA

REVENUE

2.1 BILLION €

EMPLOYEES

10.8 K

BASED IN

GERMANY



DETAILS

STADA is a globally active, independent health care company and one of the leading manufacturers of high-quality and low-cost generics as well as well-known branded products for more than 120 years.



VITA

- 2016 - Present: Senior Vice President IT / CIO STADA in Bad Vilbel
- 2013 - Present: General Manager for STADA IT Solutions in Belgrad, Serbia
- 2010 - 2016: Vice President IT / CIO STADA in Bad Vilbel
- 2000 - 2010: CIO Group of The Lorenz Bahlsen Snack-World GmbH & Co. KG in Neu-Isenburg
- 1992 - 2000: IT Department Lead & International Project Manager Bahlsen KG, Hanover
- 1991 - 1992: Project Manager & Application Developer in the area of standard software development for Gesellschaft für Systemforschung und Dienstleistungen im Gesundheitswesen mbH Berlin

PRESS

- Stada gründet Shared-Service-Center (STADA establishes Shared Service Center)
- Top 10 CIO Weissenberger geht zu Stada (Top 10 CIO Weissenberger changes to STADA)
- iPad statt Folder - So geht CRM heute (iPad instead of Folder - how CRM works today)

AWARDS

- 2008 "Top 10 CIOs of the year" in the category of Major Companies
- 2014 & 2007 „Top 20 CIOs of the year“ in the category of Major Companies



BENSON ZHAO

Bin Zhao has more than 20 years of IT experience. He has been in his current role as Director of IT and Process Excellence Asia since March 1, 2013. His responsibilities include IT/IS, Digital Marketing, Process Improvement (Lean) and CSR (Corporate Social Responsibility in China). He is a member of ALT (Asia Leadership Team) in Armstrong World Industries and one of the board members of Shanghai Sunrise Charity NGO.



IT-STRATEGY

How centralized is the IT in your company?

very central very decentral

How standardized is the IT in your company?

we use mostly Standards we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget almost no IT budget

How digitalized is your company?

not digitalized at all very digitalized

ARMSTRONG

REVENUE

1.2 BN US\$

EMPLOYEES

3.8 K

BASED IN

USA



DETAILS

Armstrong World Industries, Inc. (AWI) was founded in 1860 and is a global leader in the design and manufacture of innovative commercial and residential ceiling, wall and suspension system solutions. AWI has a global manufacturing network of 26 facilities, including nine plants dedicated to its WAVE joint venture. On April 1, 2016, AWI completed the separation of its legacy flooring business that now operates as Armstrong Flooring, Inc., an independent, publicly-traded company.

At home, at work, in healthcare facilities, classrooms, stores, or restaurants, Armstrong World Industries offers interior solutions that help to enhance comfort, save time, improve building efficiency and overall performance, and create beautiful spaces.

For more than 150 years, we have built our business on trust and integrity. It set us apart then, and it sets us apart now, along with our ability to collaborate with and innovate for the people we're here to serve – our customers, our shareholders, our communities and our employees.

VITA

Bin has been a programmer since graduation, then he worked in an IT training development company as a Course Developer. Before joining Armstrong, he worked in Bestfoods a US food company as a System Analyst. He joined Armstrong in 2000, started from network administration, and had one year experience managing China Sourcing.

- Graduated from Shanghai University in 1996, major in Machine Automatics and Robotics.



PERSONNEL CHANGES 2018

URSULA SORITSCH-RENIER

moves to Nokia

The business changes every day and the people involved change with it. Since our CIO move in April/May 2018, some participants have changed jobs or started looking for a new challenge.



Ursula Soritsch-Renier joined the Finnish telecommunications group Nokia in mid-June as Group CIO and Digital Leader.

The company has an eventful history – it started in the 1860s with paper products and rubber boots, most recently and before the takeover of the mobile phone division by Microsoft, Nokia was very successful with high-quality mobile phones. Today, Nokia is partly back in the mobile market, and as a conglomerate is also active in network technology, telecommunications and data services.

Headquartered in Espoo, Finland, Nokia has 105,000 employees and worldwide sales of around 23.1 billion euros (2017).

“Ursula will work closely with our business leaders to develop Nokia’s IT into a world-class organization that includes services, technology, finance and people. Nokia will put even more strategic emphasis on IT,” said Nokia COO Jörg Erlemeier in a statement on the job change.

MAREK NIZIOLEK

moved to Śnieżka in Poland in April 2018

Marek works for the Polish manufacturer of paints and varnishes as Digital Transformation Director. Previously, Marek was IT director and responsible for strategy planning and implementation of IT at Synthos group in Poland.



RUTH BROGLIO SILVEIRA

is new IT Manager at Em Transição

Ruth Broglio Silveira joined Em Transição in September this year as IT Manager. Ruth comes from the Universidade do Vale do Itajaí Foundation, a community university, located in the southern coast of Brazil. Ruth was also active there as CIO.



DOROTHÉE APPEL

goes to Zurich Germany

In November, Dorothee Appel was appointed CIO & Digital Officer of Zurich Germany’s newly created “IT & Digital” Management Board. Dorothee was previously COO for IT at ING Bank N.V. in the Netherlands.



As CIO & Digital Officer, she will take over the IT transformation and digitization agenda from COO Klaus Endres (42), who left the company at the end of September 2018.

The Zurich Group in Germany is part of the global Zurich Insurance Group. With premium income (2017) of more than EUR 5.5 billion, investments of more than EUR 48 billion and around 4,900 employees, Zurich is one of the leading general insurance and life insurance companies in Germany.

STEFANIE KEMP

With the Lowell Group since April

Since April of this year, Stefanie Kemp has been the new Group Director Innovation & Transformation responsible for innovation at the Lowell Group, the service provider for receivables management.



It comes from the utilities RWE and Innogy.

Lowell was created in 2015 from the merger of two companies from Great Britain and Germany: the Lowell Group and the GFKL Group. In 2018, Lowell completed the acquisition of Intrum’s divested subsidiaries. Lowell is supported by the global private equity company Permira and the Ontario Teachers’ Pension Plan.

KIAN MOSSANEN

is new Group CIO at Dräxlmeier

Kian Mossanen joined the automotive supplier Dräxlmeier in Lower Bavaria/Germany in January 2018 as Group CIO and Senior Vice President. Kian comes from the lighting manufacturer Osram. The Dräxlmaier Group is an international automotive supplier with more than 60 locations in over 20 countries.



Founded in Germany in 1958, the company employs more than 60,000 people worldwide. Kian’s successor at Osram since July 2018 has been Hanna Hennig, who comes from the energy company E.ON.

GUUS DEKKERS

Now CTO at Tesco

Since 16 April 2018, Guus Dekkers has been the new CTO at Tesco, the largest retail chain in the UK. Dekkers previously worked for Volkswagen, Johnson Controls Automotive Group, Siemens VDO



Automotive and Continental AG and has been CIO at Airbus since June 2008. Luc Henneken of the Australian airline Qantas Airways succeeded him there in October 2016. Guus now continues Tesco’s three-year CIO career with his predecessor Edmond Mesrobian by translating the rapidly evolving technological and digital capabilities into retail solutions.

ALESSANDRA BOMURA NOGUEIRA

joined Mexican telecommunications provider

Altán Redes in August 2018

Alessandra comes from Global Village Telecom (GVT) in Brazil, where she worked for almost five years as Executive VP Customer Care.



SVEN LORENZ AND KONRAD SCHNEIDER

go to Volkswagen

The current CIO of Porsche, Sven Lorenz, moved to the Volkswagen Group in Wolfsburg in September 2018, where he is to “assume a leading function”. Sven’s successor at Porsche is Matthias Ulbrich, who will in future also be responsible for IT in the VW Group’s production.



Konrad Schneider, previously CIO at the Spanish car manufacturer SEAT, which also belongs to the Volkswagen Group, has also moved to the group headquarters in Wolfsburg. Konrad will be responsible for setting up and expanding the SAP systems at the VW headquarters.



NOT A CIO ANYMORE

- Dr Edeltraud Leibrock, former CIO of BayernLB, KfW and Union Invest, now works for the Hamburg consulting firm “The Huehn Initiative”. She is also mentoring start-ups.
- Matthias Moritz, former CIO of Bayer Healthcare, former CIO of Almirall and host of CIOmove 2017 in Barcelona, is now advising CIOs, see <https://acent.de>
- Mary Sobiechowski, former CIO at Kantar, is partner, Interim CIO, Enterprise Technology Strategist, Speaker at Fortium Partners, LP in Amsterdam/The Netherlands, see www.fortiumpartners.com
- Tom Henkel left the German Retailer C&A to start his own consulting business.

More colleagues and participants of previous CIO moves are in transition and will change jobs at the beginning of 2019. Check www.ciomove.com for new information.



ALL HELPING HANDS

Bringing 50 international CIOs to Israel, guiding all guests through the old city of Jerusalem, writing protocols of 48 CIO sessions and finding the best bars in Tel Aviv: CIOmove 2018 was possible only because of the incredible team of Faktor3.



Organizing team of Faktor3: Johann Dühring, Julie Lipinski, Harald König, Caro Franke, Mela Friedrich, Franziska Eichmeier, Lena Feuss and Marlene Scharf



Volker Martens and Harald Koenig, Faktor3



Stefan Schraps and Sabine Richter, Faktor3



Thomas Pelkmann, editor of all CIO portraits on CIOmove.com/participants



Przemyslaw Gamczyk (right), CIOmove ambassador of Poland, with all guests from Poland



David Ausserhofer, photographer



Sabine Letz, editor



Friederike Meier-Burkert, editor



Gabi Rittinghaus (middle), social coordinator of all ambassadors



Gökhan Bilge, CIOmove ambassador of Turkey



Vincenzo Dragone, CIOmove ambassador of Brazil

Israel 2018

Thanks to Ourcrowd and Cyverse for presenting the great speakers



Nadav Zafrir, former general of the "Unit 8200" (Israel's cyber spy agency) and now CEO of the investing company "team8"



Ilan Abadi, CSO of Teva pharmaceuticals, Israel's largest company in terms of employees (51792)



Heidi Zaidel, VP for Investor Relations at the investing company "Ourcrowd"

PARTNERS 2018

accenture

box

celonis

Check Point

Hewlett Packard
Enterprise

HITACHI
Inspire the Next

nagarro

salesforce

SKYBOX
SECURITY

TELSTRA

PARTNER ORGANIZATIONS

The world's biggest CIO-networks are sending delegates to CIOmove

CIO
AFTER
6

CIO
ASSOCIATION OF CANADA
CIO PEER FORUM

CCA
CHINA CIO ALLIANCE

CIOscat
Conseil de CIOs de Caen

CIO Executive Council
Leaders Shaping The Future of Business

cio
The European CIO Association

COLUMBIA | CTM
Center for Technology Management

EVENTION
CZAS ZAANGAZOWANY

FINAKI

Kellogg | WHU
EXECUTIVE MBA GLOBAL NETWORK

IT
EXECUTIVE
CLUB

net | The Excellence Net

GLOBAL
INDUSTRY
CLUB

TUM

VOICE
CIO
Bundesverband der
IT-Anwender e.V.