



List of projects

CIO | Business-Driven IT | Technology with Impact | Innovation as a Driving Force

KAI-DIETRICH SCHEPPE

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Executive Summary

Director, CTO, and Group CIO with over 25 years of international leadership experience in digital transformation and organizational realignment—especially across logistics, retail, hospitality, telecommunications, and digital platforms.

Specialized in scaling global IT landscapes, implementing cloud and security strategies, and leading post-M&A integrations.

Proven track record in managing and developing teams of up to 200 internal and 150 external staff, delivering complex transformation projects, and positioning IT as a true business enabler.

Known for a hands-on, fact-based leadership style, the ability to communicate change clearly, and for inspiring teams to reach new goals.

Focused on building IT that works—by aligning technology strategy directly with business priorities to deliver measurable impact.



Skills Profile

Industry Experience

- Logistics
- Hospitality
- Digital Recruiting
- Retail
- Telecommunications
- Web Technologies / Standardization
- Steel and Plant Engineering

Core Competencies

- Building and reorganizing IT organizations
- Aligning IT strategy with business requirements
- Identifying new technologies to drive innovation and growth
- Process optimization and development
- Software development (SaaS, applications, web apps, mobile)
- Agile development methods (Scrum, Kanban)
- DevOps (SRE), operations, quality assurance
- E-commerce
- Infrastructure (cloud, data center, migration)
- Mergers & acquisitions and change management
- ERP, CRM, and CMS systems

Management Style / Way of Working

- Direct and straightforward
- Creative problem solver
- Long-term thinker
- Cooperative
- Willing to take responsibility
- Initiating motivator
- Fact- and results-oriented
- Hands-on



List of projects

10.2025 – 11.2025 | Interim IT Expert (Technical Due Diligence)

Avalia Systems, Yverdon-les-Bains, Switzerland

Technical due diligence of a Brazilian company handling highly sensitive data.

09.2025 – Present | CTPO

Firmway GmbH, Frankfurt a. M.

European deep-tech startup focused on supply chain resilience. Development of a platform for multi-tier transparency, disruption prediction, and supplier risk quantification.

- Building the technical architecture and product strategy (cloud, platform, data)
- Responsible for software development, UX, and data modeling
- Developed the product and go-to-market concept together with the founding team

11/2024 – 05/2025 Interim Project Management

Client: BKM Stahl und Anlagenbau GmbH, Berkhöfen

Medium-sized company specializing in custom plant engineering for the oil and gas industry. Mandated to stabilize and realign an ongoing ERP implementation project (SOU ERP).

- Took over project leadership during a critical project phase
- Consolidated and ensured the quality of existing requirements documentation
- Conducted a structured GAP analysis to refine the project scope
- Applied agile project methodology (Scrum) to improve control and transparency
- Set up a parallel test and training environment to enable early user involvement
- Successfully deployed the system into production



12/2023 – 07/2024 Interim Director IT

Client: Paki Logistics GmbH / Faber Group, Ennepetal

International service provider for standardized load carriers in 23 countries, part of the Faber Group with around 900 employees.

Took over the vacant IT leadership position, responsible for a team of 32 employees (11 direct reports), a budget of €10 million, and direct reporting to the CFO and Group IT. Led the entire IT organization with a focus on operational stability, strategic realignment, and accelerated digitalization.

- Significantly improved IT customer satisfaction through enhanced support processes and communication
- Developed and implemented a digital strategy including EDI expansion and migration to Azure- and AWS-based cloud environments
- Successfully introduced Dynamics 365 CRM, Dealhub CPQ, and a digital contract management system
- Reactivated and stabilized the "Best Match" application after a project standstill
- Fully restored business-critical IT functions such as backup and recovery
- Implemented IT security measures in line with GISC and TOM standards across the organization
- Introduced Scrum and a structured requirements management approach to improve development processes
- Continued the ERP upgrade from Navision to Microsoft Business Central in close coordination with the group

09/2022 – 11/2023 Group CIO

Dish Digital Solutions GmbH & Eijsink GmbH, Düsseldorf

Subsidiary of METRO AG, specializing in digital solutions for gastronomy and hospitality. Integrated the Dutch company Eijsink GmbH (POS platform) following a successful acquisition. Full responsibility for 200 internal and external employees (5 direct reports) and an IT budget of €25 million.

Following the merger, assumed overall responsibility for the technological integration of both companies and aligned IT strategy toward growth, security, and efficiency within a fully cloud-based infrastructure (GCP, Kubernetes).

- Successfully integrated the Eijsink POS platform into the DISH system landscape and led the market entry in Germany and France
- Operated and further developed the Kubernetes-based infrastructure on Google Cloud Platform (GCP) to scale the platform



- Designed the target architecture for a consolidated backend environment including Salesforce CRM and Microsoft Dynamics ERP
- Established a company-wide product roadmap for prioritization and coordination of technical initiatives
- Standardized customer lifecycle management to improve customer satisfaction and retention across both organizations
- Successfully navigated the company through two corporate-level cyberattacks without significant outages
- Achieved ISO 27001 recertification through targeted process and security standardization measures
- Oversaw development of all B2C SaaS products, business support systems, data warehouse solutions, and SAP interfaces

03/2022 – 08/2022 Chief Technology Officer

Hospitality Digital GmbH (later DISH Digital Solutions GmbH), Düsseldorf

Subsidiary of METRO AG, responsible for digital products and services in the hospitality sector. Full responsibility for 150 internal and external employees (3 direct reports) and an IT budget of €20 million.

Took over the IT organization during a critical phase to stabilize the platform, strengthen the technological foundation, and prepare for the later integration with Eijsink.

- Stabilized the SaaS platform (DISH) with a 400% performance increase through targeted architectural and infrastructure improvements
- Reduced operating costs for "DISH Order" by 66% by optimizing hosting and software structures
- Established an automated load and integration testing system to ensure quality and operational reliability
- Oversaw the further development of the GCP-based Kubernetes infrastructure to ensure high availability and performance of digital services
- Assumed the role of Enterprise Architect to develop a target architecture enabling seamless integration of the product suite
- Prevented loss of know-how by hiring senior staff to replace external developers and strengthened internal product ownership
- Reinforced product ownership through targeted restructuring within the Scrum organization
- Prepared the organization for the upcoming integration with Eijsink – technically, structurally, and in terms of personnel

09/2021 – 02/2022 Interim CTPO



Client: WCG GmbH, Siegen

Mid-sized consulting company for business excellence, strategy, and brand development. Commissioned to provide technical and strategic preparation for a planned startup in the field of digital customer experience.

- Designed the technical foundation of a digital platform to optimize customer experience
- Developed specific digital product and service concepts to realize the planned startup model
- Created a staffing and growth strategy to ensure long-term knowledge retention and prepare for a potential exit
- Presented the planned solution in investor meetings

12/2019 – 08/2021 Development Director

StepStone Group - Continental Europe & UK, Düsseldorf

A global leader in digital recruiting solutions. Responsible for the technical integration of IT organizations in Continental Europe and the UK as part of an internal merger. Managed 65 employees, including 3 direct reports, with a budget of €12 million.

- Co-led the integration of IT organizations across Continental Europe and the UK – establishing shared structures, tools, and processes for over 1,000 employees
- Fully integrated IT operations within three months and established a Site Reliability Engineering (SRE) model
- Led the Cloud Program Management including migration from a Belgian data center to an AWS-based cloud architecture
- Reduced cloud costs by 50% over three years through standardization and central service consolidation
- Unified the working methods of 70 product teams across both organizations by introducing agile practices and clear responsibilities
- Implemented centralized ticket and incident management with standardized workflows for over 3,000 tickets per month
- Reduced employee turnover to 3% through targeted leadership, feedback, and culture initiatives



06/2017 – 12/2019 Development Director

StepStone Group - Continental Europe, Düsseldorf

Led all product development activities with 180 employees (3 direct reports) across 26 teams and managed a €14 million budget. Took over the organization from the Group CTO to stabilize operations and drive the technical advancement of the platform.

- Transformed a lift-and-shift cloud setup into a cloud-native architecture on AWS to improve scalability and efficiency
- Developed a cloud security framework with continuous, semi-automated monitoring
- Increased release frequency by 400% through the implementation of a one-click deployment framework
- Significantly reduced test execution times by building an automated test framework with 800 test cases running in under 45 minutes
- Reorganized more than 25 development teams through clear responsibilities, delegation, and agile coaching
- Increased e-commerce revenue from approximately €1 million to over €10 million by expanding the platform with self-service features
- Implemented GDPR requirements with a high compliance rate across IT systems and processes
- Minimized production errors by 99.95% through error-reduction sprints and technical quality initiatives
- Established constructive collaboration between product management and IT by clarifying processes and responsibilities

08/2015 – 05/2017 Development Director

StepStone Group - Group Components, Düsseldorf

Responsible for building and leading a new business unit within the StepStone Group. Managed 120 employees (2 direct reports) with a budget of €8 million. Objective: Modularization of the system landscape and centralized service provision for all group divisions.

- Built a new IT organization with 17 international development teams to develop technical components for all StepStone entities
- Established a service-oriented architecture (SOA) to replace the monolithic legacy system and improve scalability
- Developed and implemented a centralized data warehouse to standardize the group-wide data architecture



- Introduced agile development processes (Scrum, Kanban) to increase efficiency and improve quality
- Developed middleware to integrate and optimize processes of existing SAP systems
- Oversaw further development of native iOS and Android apps in 14 country-specific versions to internationalize user experience
- Modernized the feed platform for automated processing of approximately 1,500 feeds – covering about 70% of content

08/2014 – 07/2015 Interim Consultant

Client: BKM Stahl und Anlagenbau GmbH, Berkhöpen

Mid-sized company specializing in custom plant construction for the oil and gas industry. Commissioned to support digital positioning and strategic growth.

- Optimized digital presence to enhance visibility, professionalism, and market reach
- Restructured product presentation with a focus on guided user experience and increased conversion
- Developed a clear service catalog to improve the marketing of technical services
- Activated international contacts to acquire targeted customers in new markets
- Developed initial steps toward portfolio internationalization, focusing on market entry and scalability

11/2012 – 07/2014 Head of Software Development

NewYorker GmbH, Braunschweig

Leading fashion retail company with 1,200 stores in 48 countries. Full responsibility for international software development, managing 17 direct reports and a budget of €2 million.

- Managed the development and maintenance of software solutions for over 1,000 stores in 40 countries, including BI, ERP, and POS systems
- Standardized and reorganized development processes to improve efficiency, code quality, and release reliability
- Implemented a company-wide requirements management system to prioritize and ensure transparency across all IT departments
- Integrated software development into existing IT process models such as ITIL, COBIT, and PRINCE2
- Led the project to replace the proprietary ERP system with Microsoft Dynamics AX in collaboration with an external development team



- Established systematic quality management for software and the data warehouse to enhance system stability and reliability

04/2010 – 10/2012 Team Lead Software Development Portal Solutions

**Products & Innovation (formerly T-Online GmbH), Deutsche Telekom AG,
Darmstadt**

Responsible for the continued development of the largest European general-interest portal with over 26 million customers and 4.5 billion page views per month. Led a team of 50 internal and external employees, including 2 direct reports. Budget responsibility: €10 million.

- Introduced Scrum company-wide for the first time and established agile working methods in a traditional corporate environment – laying the foundation for long-term project modernization
- Increased platform availability from 99.9% to 99.99% through infrastructure optimization and implementation of Varnish
- Improved customer satisfaction by 48% through enhancements in navigation, load time, and responsive design
- Reduced infrastructure costs by 33% by migrating to high-performance server architectures
- Developed a configurable CMS system enabling 80% of content changes without developer involvement
- Oversaw the development and operation of multiple VOD platforms, including "Videoload" and "Erotic Lounge," with special attention to data protection and legal youth protection requirements
- Established centralized requirements management based on Confluence and Jira to improve software development coordination



04/2005 – 08/2011 Head of W3C Activities (in parallel)

T-Online GmbH, Deutsche Telekom AG, Darmstadt

Represented Deutsche Telekom in the World Wide Web Consortium (W3C), contributing to the development of web standards and innovation strategies in the field of human-machine interaction and multi-platform content.

- Actively contributed to the development of key web standards such as HTML5, XForms, POWDER, and CSS
- Represented Deutsche Telekom at international conferences and panels on web architecture and user interaction
- Assessed emerging web technologies in terms of market potential, standard maturity, and commercial viability
- Supported internal technology transfer and oversaw the adoption of web standards in T-Online products
- Promoted the integration of mobile and cross-platform web content within international W3C working groups

03/2003 – 04/2010 Project Manager Content Management

T-Online GmbH, Deutsche Telekom AG, Darmstadt

Strategic and operational responsibility for the central content management system (CMS) of more than 25 T-Online portals. Managed a team of 6 employees with a budget responsibility of €7 million.

- Responsible for the CMS Master Plan for strategic platform assessment – confirmed long-term viability and extended the product lifecycle by ten years
- Managed all CMS developments in collaboration with internal departments and external partners
- Established an automated quality assurance system to ensure consistent content delivery and system availability
- Implemented a company-wide requirements management system and structured change request processes to increase efficiency
- Standardized development and QA processes to minimize outages and errors in live operations



05/2000 – 06/2002 Director of Product Integration

Mozquito Technologies AG, Munich

Startup company specializing in XML-based web applications with a focus on intelligent online forms in a client/server architecture. Managed a team of 8 employees (all direct reports) with a budget responsibility of €1 million.

- Led end-to-end development of market-ready software products – from concept through to retail release
- Established standardized development and quality assurance processes to shorten time-to-market
- Managed collaboration with an external agency for product packaging design and market launch

12.1997 – 04/2000 Head of Internet Department

PolyPort GmbH, Munich

IT and web services provider focused on customized solutions for business clients. Built and led the Internet Department, managing 1 direct report.

- Designed and implemented custom web solutions for mid-sized clients
- Developed standardized website concepts to improve efficiency and reusability
- Responsible for client acquisition, project management, and coordination between design, technology, and consulting departments



Education

1993 – 1997 University of Maryland at College Park, Maryland (USA)

- Coastal & Estuarine Science
- Degree: M.Sc

1990 – 1993 Santa Barbara University, Santa Barbara, California (USA)

- Aquatic Biology, including two research expeditions to Antarctica
- Degree: B.Sc. (with distinction)

1986 – 1989 Santa Monica College, Santa Monica, California (USA)

- Degree: Associates Degree

1980 – 1984 Fachoberschule München

- Degree: Technical High School Diploma (Fachabitur – Technical Track)

Further Training

2022 / 2023 The Human Impact Group – Executive Coaching

2018 / 2019 THM – The Business Training People:
Management Success Training

2016 Successful Interview Techniques and Structures

2005-2013 Various training programs in:

- Information and data security
- Protection against espionage and sabotage
- Meeting tactics and strategies
- Leadership excellence
- Leadership development
- Project management
- ... (and more)

Languages

- **German:** Native language
- **English:** Native-level fluency
- **Italian:** Basic knowledge



Volunteering & Personal Interests

- Active member of the volunteer fire brigade (qualified in breathing apparatus)
- Golf
- BBQ and cooking

References

- Contact details and letters of recommendation available upon request

Contact information

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