



# Interim Executive Manager Profile



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## Executive Summary

- 25 years of leadership experience as Director, CTO, and Group CIO, specializing in building and optimizing IT organizations.
- Skilled in aligning IT strategy with business objectives, with a proven track record in digital transformation, process optimization, and cloud management.
- Extensive experience in M&A integrations and leading cross-functional teams internationally, with a background across diverse industries and organizational scales.
- Led teams of up to 200 internal and 150 external members, overseeing complex projects totaling over 4000 person-days.
- Results-driven with strong customer focus and a creative approach to problem-solving.
- Languages: German (native), English (native proficiency), Italian (basic).



# Competency Profile

## *Industry Experience*

- Logistics
- Hospitality
- Digital Recruiting
- Retail
- Telecommunications
- Web Technologies / Standardization

## *Professional Focus*

- Building and reorganizing IT organizations
- IT strategy development
- Process optimization and development
- Software development (SaaS applications, web apps, native mobile apps)
- Agile development methodologies (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
- Focused on long-term impacts
- Cooperative and team oriented
- Ready to take responsibility
- Motivational leader
- Fact-based and results-driven
- Hands-on approach



# Professional Experience

## 12.2023 – Present: Interim Executive Management

12.2023 – 07.2024    Interim Director IT

### Client: Paki Logistics GmbH Faber Group

Paki Logistics GmbH: International service provider for the management, delivery, and exchange of standardized load carriers in 23 countries.

Faber Group: Family-run company with 5 firms, leading in sustainable reusable packaging and pooling services.

Company size: 200 employees (Group: 900 employees)

- Project | Location: Ennepetal
- Context: Vacancy bridging
- Budget Responsibility: €10 million
- Personnel Responsibility: 26 internal & 6 external employees
- Direct Reports: 11

### *Core Competencies*

Leadership competence, strategic thinking, digital transformation, process optimization, technical know-how, innovation management, IT security and compliance, customer focus, collaboration and integration, project management, analytical skills.

### *Responsibilities*

- Leading the IT organization
- Member of the Group IT Committee
- Digital transformation
- Product development of digital services in load carrier management
- IT operations (On-Premise, Cloud)
- Data Warehouse & Data Analytics
- IT security



## Results

- Significantly increased IT customer satisfaction
- Improved collaboration with the group and service providers
- Developed and implemented an IT strategy for digitization, including EDI expansion and cloud migration (Azure, AWS)
- Introduced Microsoft Dynamics 365 CRM (in completion) and Scrum for process optimization
- Implemented Dealhub CPQ and contract management
- Restored backup and recovery processes
- Executed GTC and TOMs, participated in IT security guidelines
- Commissioned the "Best Match" application after months of standstill
- Resumed cooperation with the group for migrating the company portal to a group portal
- Created a data model for pallet price prediction
- Continued ERP upgrade from Navision to MS 365 Business Central successfully

**03.2022 – 11.2023**

### **Dish Solutions GmbH (formerly Hospitality Digital), Metro AG**

Dish Solutions: 100% subsidiary of Metro AG, the world's largest manufacturer of digital solutions for the hotel, restaurant, and catering industry.

Eijsink GmbH: Recently acquired, leading manufacturer of a Point-Of-Sale (POS) platform for the hospitality industry in the Benelux countries.

Company size: 400 employees

**09.2022 – 11.2023**

### **Group CIO – Dish Solutions GmbH & Eijsink GmbH**

- Permanent | Location: Düsseldorf
- Context: Post-merger with Eijsink GmbH
- Budget Responsibility: €25 million
- Personnel Responsibility: 200 (internal & external)
- Direct Reports: 5



### *Core Competencies*

Leadership competence, technical integration, system integration, strategic architecture planning, product development, IT security, strategic investment planning, process optimization, quality management.

### *Responsibilities*

- Member of the extended board
- Led technical execution of the merger with Eijsink GmbH
- Integration of the Point-Of-Sale (POS) software into existing systems
- Member of the Technical Architecture Board of Metro AG (until March)
- B2C SaaS product development (DISH platform), business support systems (CRM, ERP, HR, finance, payments, and invoicing), and all Metro-facing systems (data warehouse, HR, payroll via SAP, travel expense planning)
- IT security

### *Results*

- Successful integration and launch of POS software in France and Germany
- Withstood two global cyberattacks on Metro
- Generation of the target architecture for the joint backend systems of the two companies (CRM, ERP)
- Initiation of a product roadmap for investment focus
- Harmonization of the customer lifecycle process
- Successful ISO 27001 recertification

## **03.2022 – 08.2022 Chief Technology Officer - Hospitality Digital**

- Permanent | Düsseldorf
- Context: Operational Management
- Budget Responsibility: €20 million
- Personnel Responsibility: 150 (internal & external)
- Direct Reports: 3

### *Core Competencies*

Leadership competence, IT organizational management, SaaS product development, IT security, quality management, performance optimization, cost management, test



management, knowledge management, enterprise architecture, process optimization.

### *Responsibilities*

- Member of the extended board
- Member of the Technical Architecture Board of Metro AG
- Taking over the IT organization from the CEO
- Responsible for SaaS product development with approx. 17 teams, business support systems, IT security, and cloud infrastructure
- Recertification of the company according to ISO 27001

### *Results*

- Stabilization of the DISH platform with a 4x performance gain
- Cost reduction in the DISH Order product by 66%
- Introduction of load tests and an integration test platform
- Taking over development responsibility and securing know-how from external forces through newly hired senior developers
- Bringing in an enterprise architect to build the enterprise target architecture
- Quality improvement in individual products through targeted measures with the new senior developers
- Optimization of the Scrum process with accompanying personnel changes

**09.2021 – 02.2022**

## **Interim Executive Management**

**Consultant / CIO - for a planned startup company**

**Client: WCG GmbH**

WCG GmbH is a medium-sized consulting company specializing in business excellence, strategy, and brand development.

- Project | Siegen
- Context: Startup

### *Core Competencies*



Technical implementation, product roadmap development, innovation management, strategic personnel planning, growth planning, investor presentation.

#### *Responsibilities and Results*

- Planned the technical implementation for after the founding of a startup for the clients of WCG
- Developed a product roadmap and innovative ideas based on extensive experience and existing concepts
- Created strategic personnel and growth plans up to the planned exit
- Presented the technical setup of the solution in meetings with potential investors to support the team

**08.2015 – 08.2021**

### **StepStone Group**

Stepstone Group is a leading global job platform specializing in digital recruiting.

Company size: 4000 employees

**12.2019 – 08.2021**

### **Development Director – StepStone Continental Europe & UK**

- Permanent | Düsseldorf
- Context: Internal Merger
- Budget Responsibility: €12 million
- Personnel Responsibility: 65
- Direct Reports: 3

#### *Core Competencies*

IT organizational development, system integration, cloud program management, team coordination, data center and cloud migration, site reliability engineering (SRE), platform development, cost reduction.

#### *Responsibilities*

- Building a new internal IT organization to merge StepStone Continental Europe and TotalJobs Group
- Integrating two technology landscapes into a common IT platform for IT product management and marketing
- Leading cloud program management for the StepStone Group





- Coordinating collaboration of over 70 product teams, providing AWS cloud and data center infrastructures
- Planning and executing the migration from a Belgian data center to the cloud

### *Results*

- Fully integrated IT operations within 3 months
- Introduction of Site Reliability Engineering (SRE)
- Successful deployment of a platform for product development for 1000 employees
- Reorganized and improved collaboration of 70 product teams
- Providing new AWS cloud infrastructure with 50% cost reduction over 3 years
- Standardizing processes including the ticket process with over 3000 tickets per month
- Successful planning and management of the data center migration
- Reduction of employee turnover to 3%, 20% below the industry average

### *International Activities*

- Regular business trips to Warsaw, Poland, every two weeks
- Occasional business trips to Brussels, Belgium
- Occasional business trips to the United Kingdom

**08.2015 – 12.2019**

**StepStone Continental Europe GmbH**

**06.2017 – 12.2019**

**Development Director - StepStone Continental Europe**

- Permanent | Düsseldorf
- Context: Operational Management
- Budget Responsibility: €14 million
- Personnel Responsibility: 180
- Direct Reports: 3

### *Core Competencies*

Organizational management, product development, hybrid cloud management, cloud migration, IT security concepts, release management, E-commerce optimization, test



automation, compliance (GDPR), error reduction, problem-solving ability.

### *Responsibilities*

- Taking over the entire organization from the CTO to enable him to focus on the group
- Leading product development with 26 teams
- Managing operations in a hybrid cloud and data center environment
- Completing the cloud migration by converting a lift & shift platform into a cloud-native platform
- Developing and implementing a new cloud-specific security concept

### *Results*

- Increasing the number of releases by 400% through the introduction of a one-click deployment process
- Establishing several thousand service releases per year by delegating to the teams
- Expanding the e-commerce platform with self-service features, increasing revenue from approx. €1 million to €10 million
- Building an automated test framework for CI/CD with approx. 800 test cases running in 45 minutes
- Implementing and enforcing GDPR
- Successfully implementing a new cloud-specific security concept with semi-automated continuous control
- Reducing production errors by 99.95% through the introduction of error reduction sprints
- Resolving major issues between product management and IT by improving mutual understanding

### *International Activities*

- Regular business trips to Warsaw, Poland, every two weeks
- Occasional business trips to Brussels, Belgium
- Occasional business trips to the United Kingdom



## 08.2015 – 05.2017    **Development Director - Group Components**

- Permanent | Düsseldorf
- Context: Operational Management, Reorganization
- Budget Responsibilities: €8 million
- Personnel Responsibilities: 120
- Direct Reports: 2

### *Core Competencies*

IT organizational development, IT infrastructure management, service-oriented architecture, IT service delivery, data management, agile software development, app development, platform modernization.

### *Responsibilities and Results*

- Set up IT for a new business unit with 17-20 international development teams
- Introduced a service-oriented architecture (SOA) to modularize the monolithic legacy software
- Provided IT services for the entire StepStone Group
- Implemented a central data warehouse for improved data analysis and management
- Established agile software development processes based on Scrum and Kanban
- Further developed native apps for iOS and Android in 14 variants
- Modernized the feed platform for automated insertion of approximately 1500 feeds covering 70% of the content

### *International Activities*

- Regular business trips to Warsaw, Poland, every two weeks
- Occasional business trips to Brussels, Belgium

## 08.2014 – 07.2015    **Interim Executive Management**

### **Consultant**

**Client: BKM Stahl und Anlagenbau GmbH**

BKM Stahl und Anlagenbau GmbH is a medium-sized company specializing in custom-made products and services



for the oil and gas industry. The company offers tailor-made steel and plant construction solutions for industrial applications.

- Project | Berkhöpen
- Context: Growth, Networking

#### *Core Competencies*

Digital optimization, product presentation, service catalog creation, network management, internationalization.

#### *Responsibilities and Results*

- Optimized the digital corporate presentation to increase visibility and attractiveness
- Improved product presentation to enhance customer loyalty and sales
- Created a comprehensive service catalog to clearly display the services offered
- Leveraged an international network to expand the customer base and increase company growth
- Internationalized services and products to enter new markets and strengthen global presence

**11.2012 – 07.2014**

### **New Yorker GmbH**

New Yorker is a leading German fashion retailer with 1200 stores in 48 countries.

Company size: 23,000 employees

#### **Head of Software Development**

- Permanent | Braunschweig
- Context: Operational Management
- Budget Responsibilities: €2 million
- Personnel Responsibilities: 17
- Direct Reports: 17

#### *Core Competencies*

International software development, process optimization, software development strategy, requirements management, IT integration management, ERP systems, quality assurance.



### *Responsibilities and Results*

- Led international software development for 1000 stores in 40 countries
- Restructured and optimized the software development life cycle through clear processes and guidelines
- Developed a comprehensive software development strategy and guidelines for business intelligence, ERP, and point of sale (POS)
- Built a comprehensive requirements management system for all IT areas
- Integrated software development into existing processes and guidelines such as ITIL, Cobit, and Prince2
- Led the project to replace a self-developed ERP system with Microsoft Dynamics AX, involving approximately 40 external developers
- Built and implemented quality assurance for software and data warehouse

**03.2003 – 10.2012**

### **Products & Innovation (formerly T-Online),**

#### **Deutsche Telekom AG**

Products & Innovation, formerly known as T-Online, was a significant business unit of Deutsche Telekom AG, specializing in providing broadband internet, digital entertainment, and communication services. The company offered comprehensive DSL internet access and VoIP services in Germany and other European countries.

Company size: Products & Innovation: 1500 employees | Deutsche Telekom AG: 118,000 employees

**04.2010 – 10.2012**

### **Team Leader Software Development Portal Solutions**

- Permanent | Darmstadt
- Context: Operational Management
- Budget Responsibilities: €10 million
- Personnel Responsibilities: 50 (internal and external)
- Direct Reports: 2

### *Core Competencies*

Portal development, high availability systems, customer satisfaction, infrastructure optimization, configuration



management, project management, Scrum, streaming platform development, e-commerce, requirements management.

### *Responsibilities*

- Developed and optimized the largest high-availability, general-interest portal in Europe, consisting of up to 30 individual sub-portals, with 26 million customers and 4.5 billion page views per month

### *Results*

- Increased availability from 99.9% to 99.99%
- Improved customer satisfaction by 48%
- Reduced necessary infrastructure by 33% through the use of high-performance delivery servers (Varnish)
- Developed configuration options that allowed 80% of software development to be carried out by non-developers
- Executed large projects with up to 8000 person-days through the introduction of Scrum
- Built one of the first streaming platforms (Videoload) and an Erotic Lounge with specially protected content
- Implemented an e-commerce portal for software products (SoftwareLoad)
- Built an integrated requirements management system based on Confluence and Jira

## **04.2005 – 08.2011    Head of W3C Activities (parallel activity)**

- Permanent | Darmstadt
- Context: Standardization

### *Core Competencies*

Standardization of web technologies, integration of mobile and desktop content, human-machine interaction, representation at international conferences, development of web standards, introduction of new technologies, monetization of innovations.

### *Responsibilities and Results*

- Represented Deutsche Telekom AG in the World Wide Web Consortium (W3C) for the standardization of web



technologies, integration of mobile and desktop content, and human-machine interaction

- Participated in panel discussions at worldwide conferences as a representative of one of the largest ISPs in Europe (T-Online)
- Contributed to the creation and development of web standards such as XForms, POWDER, HTML 5, and CSS
- Introduced new technologies and methods at T-Online, focusing on their monetization potential

### 03.2003 – 04.2010 **Project Manager Content Management**

- Permanent | Darmstadt
- Context: Operational Management
- Budget Responsibilities: €7 million
- Personnel Responsibilities: 6

#### *Core Competencies*

System analysis, collaboration with external developers, quality assurance, requirements management, process standardization.

#### *Responsibilities and Results*

- Conducted a successful analysis of the existing CMS system to populate T-Online portals, which was then used for another 10 years
- Implemented all development tasks in collaboration with external developers
- Built automated quality assurance
- Set up a requirements management system and a change request board to efficiently prioritize requirements for about 25 portals
- Standardized processes in development and quality assurance

### 05.2000 – 06.2002 **Mozquito Technologies AG**

Mozquito AG was a startup company specializing in XML-based web applications that provided intelligent online forms in a client/server configuration.

Company size: 40 employees



### Director of Product Integration

- Permanent | Munich
- Context: Off-the-shelf Software Development
- Budget Responsibilities: €1 million
- Personnel Responsibilities: 8
- Direct Reports: 8

#### *Core Competencies*

Process optimization, software development, project management, time management.

#### *Responsibilities and Results*

- Optimized the entire product manufacturing process from idea to software development to finished packaging on the shelf, which allowed the release schedule to be met for the first time

**12.1997 – 04.2000**

### PolyPort GmbH

PolyPort GmbH was a company specializing in network, general IT, and web services. It offered comprehensive IT services for various business customers and was known for its expertise in providing tailored IT solutions.

#### Head of Internet Department

- Permanent | Munich
- Context: Strategic Positioning, IT / Organizational Management
- Personnel Responsibilities: 1
- Direct Reports: 1

#### *Core Competencies*

Department development, website conceptualization, web development, customer management.

#### *Responsibilities and Results*

- Built the internet department to conceptualize and create websites for the customer base





## Education

- 1993 – 1997 University of Maryland, Cambridge, Maryland (USA)  
Coastal & Estuarine Science  
Degree: M.Sc.
- 1990 – 1993 Santa Barbara University, Santa Monica, California (USA)  
Marine Biology including two research trips to Antarctica  
Degree: B.Sc. (with distinction)
- 1986 – 1989 Santa Monica College, Santa Monica, California (USA)  
Degree: Associates Degree
- 1980 – 1984 Fachoberschule München (Germany)  
Degree: Fachabitur (Technology)

## Further education

- 2022 / 2023 The Human Impact Group – Executive Coaching
- 2018 / 2019 THM – The Business Training People:  
Management Success Training
- 2016 Successful Interview Techniques and Structures

## Foreign languages

- German Native language
- English Native level
- Italian Basic level



## Volunteer Work and Personal Interests

- Active member of the volunteer fire department
- Golf
- BBQ and cooking

## References

Contact information and reference letters available upon request

## Contact Information



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