



List of projects

Long-standing CIO/CTO who takes over software and product organizations in crisis and growth phases – from portals to SaaS/POS platforms and cloud-based enterprise solutions. In interim, project-based, and permanent CIO/CTO roles, I stabilize, scale, and realign complex IT landscapes

KAI-DIETRICH SCHEPPE

Eltzer Straße 10

31311 Uetze

Mobile: +49 151 684 190 11

E-Mail: kai@scheppe.net

09/2025 – Present | Head of Software & Product Development (CTPO)

Firmway GmbH, Frankfurt a. M.

European deep-tech startup (pre-seed, 4 founders plus external teams) in supply-chain resilience

Initial Situation

Development of a new platform for risk quantification, disruption detection, and multi-tier supply-chain transparency

Role & Approach

- Design of the complete technical architecture and product strategy (cloud, platform, data)
- Responsibility for infrastructure, software development, and UX
- Introduction of agile development processes and MVP definition with a focus on scalability
- Joint development of product and go-to-market concept with the founding team

Results

- Functional technical core for a scalable B2B resilience platform
- Clear product roadmap and architectural foundation for scaling and team growth
- Development of a demonstrator and MVP (ongoing)

10/2025 – 11/2025 | Interim IT Expert (Technical Due Diligence)

Avalia Systems, Yverdon-les-Bains, Switzerland

Tech advisory firm for technology investments and software development, focusing on software due diligence, data-driven analysis, and value-creation roadmaps supported by AI/ML

Initial Situation

Planned acquisition of a target company by a client in a competitive bidding situation. A technical due diligence of a Brazilian company processing highly sensitive data was required

Role & Approach

- Execution of a technical due diligence covering product, architecture, processes, IT security, monitoring, governance, and quality assurance



- Assessment of technical organization (staffing, roles, responsibilities) and operating/deployment processes
- Structured presentation of risks, strengths, and investment requirements

Results

- Clear technical decision basis for the client to evaluate the acquisition target
- The client was awarded the contract
- Identification of risks and concrete recommendations to safeguard operations, security, and further development
- Assessment covering product, processes, IT security, personnel, architecture, monitoring, governance, and quality assurance

11/2024 – 05/2025 Interim Project Lead

BKM Stahl und Anlagenbau GmbH, Berkhöfen

Mid-sized special-purpose plant engineering company (~50 employees) in the oil and gas industry

Initial Situation

Ongoing ERP implementation project (SOU ERP) in a critical state, with unclear requirements and target architecture, and insufficient project governance

Role & Approach

- Took over project leadership during a critical phase of the ERP implementation
- Consolidation and quality assurance of existing requirements documentation
- Execution of a structured gap analysis to sharpen target definition
- Introduction of agile project methodology (Scrum) to improve steering, transparency, and involvement of business departments
- Setup of a testing and training framework to enable early user involvement

Results

- Successful go-live of the ERP system while maintaining ongoing operations
- Significantly improved transparency regarding project status, scope, and risks
- Higher acceptance among business departments through early involvement and testing



12/2023 – 07/2024 Interim Director IT

Paki Logistics GmbH / Faber Group, Ennepetal

International load-carrier service provider operating in 23 countries
(PAKi ~200 employees, group ~900 employees)

Initial Situation

Vacancy in IT leadership combined with critical weaknesses in backup and recovery, development processes, and collaboration with the group organization and external service providers

Role & Approach

- Assumed full responsibility for the 32-person IT organization (budget approx. €10m), reporting directly to the CFO and Group IT
- Introduction of structured support, demand, and development processes (Scrum, demand and requirements management)
- Redefinition of the digital strategy, including EDI expansion, cloud migration (Azure/AWS), and modernization of the application landscape

Results

- Significant increase in internal IT customer satisfaction and improved collaboration with group IT and external service providers
- Introduction of a structured requirements and Scrum process with a clear delivery pipeline, reduced ad-hoc work, and noticeably shorter lead times for development projects
- Full restoration of backup and recovery capabilities and reactivation and stabilization of the "Best Match" application after project standstill
- Implementation of GITS-/TOM-compliant IT security measures, continuation of the ERP upgrade to Microsoft Business Central, and rollout of Dynamics 365 CRM, Dealhub CPQ, and digital contract management

03/2022 – 11/2023 Head of IT & Platform Operations (CTO & Group CIO)

Hospitality Digital / DISH Digital Solutions, Düsseldorf

Digital subsidiary of METRO AG focused on SaaS solutions for the hospitality industry, including the integration of the Eijsink POS platform (~400 employees total)



Joined as CTO with responsibility for platform and product development.
Later the role was expanded to Group CIO with additional overall responsibility for IT, infrastructure, and security

Initial Situation

Unstable SaaS platform (DISH) with performance and cost issues, upcoming integration of the Eijsink POS platform, and a fully cloud-based landscape (GCP/Kubernetes) with high security and compliance requirements

Role & Approach

- Overall responsibility for IT, platform operations, and product development (150–200 employees, budget €20–25m)
- Stabilization and scaling of the DISH platform through targeted architecture, infrastructure, and test automation measures (load testing, integration testing, clearly defined operations and on-call processes)
- Design of a target architecture for consolidated backend systems (Salesforce CRM, Microsoft Dynamics ERP, data warehouse, SAP integration)
- Preparation and execution of the technical integration of the Eijsink POS platform into the DISH system landscape, including harmonization of product and process landscapes after the merger
- Establishment of a company-wide product roadmap and unification of customer lifecycle management
- Responsibility for IT security, ISO 27001 recertification, and crisis management during a period of group-wide cyberattacks on METRO

Results

- Stabilization of the DISH SaaS platform with approximately 400% higher performance and around 66% lower operating costs in the core product “DISH Order”
- Successful integration of the Eijsink POS platform and launches in Germany and France on a shared, scalable GCP/Kubernetes foundation
- Successful ISO 27001 recertification and safe navigation through two group-wide cyberattacks on METRO without significant impact on DISH systems
- Clearly prioritized product and investment roadmap, along with measurably improved customer satisfaction and retention across both organizations



09/2021 – 02/2022

Interim Head of Product and Technology (CTPO)

WCG GmbH, Siegen

Mid-sized consultancy for business excellence, strategy, and brand

Initial Situation

WCG planned a new digital product/startup in the online recruiting space and was in the search phase prior to formal company formation

Role & Approach

- Interim CTPO for technical and product-strategic preparation of the planned startup
- Design of the platform architecture and an initial product roadmap including MVP ideas
- Development of staffing and growth planning as well as preparation of investor and pitch materials

Results

- Clear technical and product-strategic blueprint for the planned startup
- Tangible product and roadmap outlines as a basis for further investor and management decisions

08/2015 – 08/2021

Head of Software and Platform Development (Development Director)

StepStone Group, Düsseldorf

One of the world's leading online job platforms, active in over 30 countries with around 4,000 employees

Joined to build and lead a central shared-services unit for development and platform operations; later expanded by taking responsibility for all product teams in Continental Europe and ultimately leading the integration of CE + UK including cloud program and SRE/operations

Initial Situation

Fragmented organization across multiple countries, lift-and-shift cloud setup with high costs, inconsistent ways of working across product teams, planned internal merger of Continental Europe and UK



Role & Approach

- Built and led up to 180 employees in 25+ development teams; later integration and restructuring of 65 employees across CE & UK (budgets up to €14m)
- Consolidation of technology and IT operations landscapes and creation of a shared product and development platform for ~1,000 employees
- Transformation of infrastructure from lift-and-shift to a cloud-native AWS architecture including security concept, data-center exit, and centralized cloud program management
- Introduction of one-click deployment, automated tests, and clearly defined responsibilities and collaboration models across countries

Results

- Reduction of cloud costs by approx. 50% over three years through standardization, service consolidation, and AWS optimization
- Increase in release frequency by approx. 400% through one-click deployment and automated testing (800+ test cases in <45 minutes)
- Massive increase in platform stability (SRE model, standardized incident/ticket management with >3,000 tickets per month)
- E-commerce revenue scaled from approx. €1m to over €10m through self-service platform extensions
- Significantly improved collaboration and lower attrition (~3% vs. ~20% industry average) through clearer structures and cultural work

08/2014 – 07/2015 Interim Digitalization Consultant

BKM Stahl und Anlagenbau GmbH, Berkhöpen

Mid-sized special-purpose plant engineering company in the oil and gas industry (~50 employees)

Initial Situation

Need for clearer market positioning and better use of digital channels

Role & Approach

- Consulting on digital external presence, service portfolio, and international market approach
- Restructuring of product presentation and creation of a clear service catalog
- Use of international contacts for targeted customer acquisition



Results

- More professional digital presence with higher visibility and clearer service offering
- Better structured sales and service communication as a foundation for international growth
- Acquisition of new international customer contracts

11/2012 – 07/2014 Head of Software Development

NewYorker GmbH, Braunschweig

German fashion retailer with approx. 1,200 stores in 48 countries and around 23,000 employees

Initial Situation

Internationally growing retailer with historically grown BI, ERP, and POS landscape and missing standards in development and quality assurance

Role & Approach

- Overall responsibility for international software development (17 direct reports, budget approx. €2m) for 1,000+ stores in 40 countries
- Reorganization of development processes and introduction of clear standards for requirements management, quality assurance, and release management
- Close integration of software development with existing IT process frameworks (ITIL, COBIT, PRINCE2) and management of the ERP replacement program (proprietary system → Microsoft Dynamics AX) with a large external team

Results

- Significantly higher stability and reliability of store development, BI, and POS systems
- Increased transparency and prioritization across IT through established company-wide requirements management
- Successful preparation and execution of ERP transformation to Microsoft Dynamics AX with clean separation of core system and surrounding applications



03/2003 – 10/2012

Team Lead Software Development Portal Solutions

T-Online GmbH, Deutsche Telekom AG, Darmstadt

One of the world's leading telecommunications groups with approx. 200,000 employees; T-Online as Europe's largest general-interest portal

Joined as Project Manager Content Management; later expanded to Team Lead Portal Solutions with responsibility for portal and VOD platforms and representation of Deutsche Telekom at the W3C

Initial Situation

Europe's largest general-interest portal (26 million customers, 4.5 billion page views per month) with complex portal and CMS landscape and high pressure on availability, costs, and modernization

Role & Approach

- Leadership of the Portal Solutions team with approx. 50 internal and external staff (budget approx. €10m) for portal and VOD platforms
- Introduction of Scrum for large-scale projects (up to 8,000 person-days) and setup of centralized requirements management (Confluence/Jira)
- Parallel role: representation of Deutsche Telekom at the W3C, active participation in HTML5, XForms, POWDER, CSS, and technology transfer into the product portfolio
- Strategic responsibility for the central CMS (budget approx. €7m, 25+ portals), including quality assurance and process standardization

Results

- Increase of portal availability from 99.9% to 99.99% and reduction of infrastructure costs by approx. 33%
- Increase in customer satisfaction by approx. 48% through navigation and performance optimizations
- Extension of CMS lifespan by approx. 10 years, with 80% of content changes possible without developer involvement
- Clear positioning of Deutsche Telekom as an active contributor to web standardization (HTML5, etc.)



05/2000 – 06/2002

Head of Software Development

(Director of Product Integration)

Mozquito Technologies AG, Munich

Startup with approx. 40 employees, specializing in XML-based web applications with intelligent online forms

Initial Situation

Strong technology, but immature product development and delivery processes; time-to-market under pressure

Role & Approach

- End-to-end responsibility for the development of market-ready software products, from conception through development to retail delivery
- Introduction of standardized development and QA processes to shorten release cycles
- Management of collaboration with an external agency for packaging, product appearance, and market launch

Results

- Stable, predictable release cycles with reliable delivery within planned timeframes
- Significantly more professional market presence through coordinated packaging and positioning

12/1997 – 04/2000

Head of Internet Department

PolyPort GmbH, Munich

IT and web services provider focusing on customized solutions for business customers

Initial Situation

Need for professional internet presence for clients and scalable web processes

Role & Approach

- Setup and leadership of the Internet department (1 direct report), responsible for conception and delivery of customer projects



- Development of standardized website concepts and reusable components to increase efficiency
- Responsibility for customer acquisition, project management, and acting as the interface between design, technology, and consulting

Results

- Establishment of an independent internet business unit within PolyPort GmbH
- Faster implementation of web projects through standardization and reuse of components
- Higher customer satisfaction through clearer processes, ownership, and more professional project execution

