



## Marco Kellermann

LEADERSHIP AND MANAGEMENT IN SMES AND GROUPS

University-Diploma in Business Administration (UAS) |

Master IT-Management (Sc.)

\* 08.02.1979 in Crailsheim, Germany  
Mittel  
married, 2 children

experienced manager with an entrepreneurial mindset |  
successful in restructuring, growth and transformation | expert in  
administration, organization and digitalization | calculated,  
disruptive methodology | successful as project manager,  
consultant and operational manager | reliable mediator between  
investors, executive bodies and social partners

# PROFESSIONAL CAREER

## PROFESSIONAL EXPERIENCE

Since 06/2021

### **Kellermann Corporate Development, Geislingen (GER)**

Business Consulting and Interim Management | [www.marcokellermann.com](http://www.marcokellermann.com)

#### **Freelance Self-Employment and Interim Management**

- In the areas of administration (Finance, IT, HR) and organization (Operations)
- Focus on (re)structuring and growth, transformation and digitalization as well as leadership bottlenecks

04/2023-06/2024

### **Chancellor and CPO (Chief Product Officer)**

**AKAD University (Bildungsgesellschaft mbH), private distance learning university, Stuttgart (GER)**

- Management of 60 (150) employees with 7 direct reports
- Responsible for the organization (Finance, HR, Processes) and management of two schools (Technology and Health) at the university
- Responsible for student support and product development at the company
- Reporting line to the management director

#### **Successes:**

- + **Restructuring** and **scaling product development, setting up a digital production system** and the **controlling system** for operations and projects
- + **Strategic** and **operational harmonization** of the **university** (rectorate/professors) and **market** (sales/production) areas

06/2022-03/2023

### **Interim COO (Chief Operating Officer)**

- **AKAD University (Bildungsgesellschaft mbH), private distance learning university, Stuttgart (GER)**
- Project management and consulting in the areas of improving operational excellence and further developing of processes and tools
- Reporting line to the management director / chancellor

#### **Successes:**

- + **Liquidation** of an **operational department**
- + **Increased performance** in the **approval/crediting process** by **standardization**

04/2022-03/2023

**Interim CFO / COO (Chief Financial Officer / Chief Operating Officer)**  
**Breos GmbH, software and consulting AI / data management, Geislingen (GER)**

- Management of the commercial area and the operative project unit with 10 employees
- Reporting line to the managing partner

#### **Successes:**

- + **Establishing** and **standardizing commercial processes** and **project work**
- + **Creating the business plan** and **organizing the financing**

- 02/2022                    **Consulting Project for Corporate Development**  
**Creditreform Göppingen Engelhardt KG, credit agency / debt collection, Eislingen (GER)**
- Market analysis and positioning with derivation of specific sales structures
  - Reporting line to the management / general partner
- Successes:**
- + **Creating a sales development plan**
- 06/2021-03/2022        **Interim CFO / COO (Chief Financial Officer / Chief Operating Officer)**  
**Hoovi GmbH, innovation agency (start-up), Schlat (GER)**
- Commercial-organizational structure and network development
- Successes:**
- + **Two active innovation projects** with a volume of 650 thousand EUR in 2022
  - + **Award** from the governmental **Economic Development Corporation Stuttgart**
- 06/2018-05/2021        FFG Europe & Americas / MAG IAS GmbH, Eislingen**  
Part of the Taiwanese Fair Friend Group (FFG): Machine Tool manufacturer MAG IAS as largest unit | 550 million EUR turnover | 2300 employees | www.ffg-ea.com
- 10/2019-05/2021        **CFO (Chief Financial Officer) - VP Organization and Finance**
- Management of 185 employees in Corporate Finance (IFRS + HGB), Treasury, Tax, Controlling, IT, HR, Plant Service; reporting line Supply Chain to Finance, supervision of 2,100 employees
  - Reporting line to the managing director and owner, authorized signatory
- Successes:**
- + Restructuring to **reduce management positions by 50%** and elimination of the business unit structure
  - + Preparation of a **business plan for MAG IAS GmbH** as a strategic basis for the product portfolio and further restructuring measures
  - + Preventive preparation of **restructuring reports**
- 04/2019-09/2019        **Director HR**  
(in personal union Head of Global IT and Business Consultant)
- Head of HR for MAG IAS and FFG plants with 11 employees, supervision of 1,200 employees
  - Reporting line to managing director, authorized signatory
- Successes:**
- + **Consolidation of the HR departments** for more efficient preparation of the reduction of BUs and **cost savings of 500 thousand EUR per year**
  - + Conclusion of a **supplementary collective agreement** for an employee contribution of **6 million EUR over 3 years**
- 06/2018-09/2019        **Head of Global IT and Business Consultant**
- Leading of IT with 14 employees and 2,300 users
  - Business and organizational strategy consulting for the management
  - Reporting line to the managing director, authorized signatory
- Successes:**
- + **Reduce costs by 55%** and **reduction in personnel by 65%** in IT and **roll out various applications** and **system carve outs**

- + **Development** of the "Digital Friends" **business model, digital twin**: brand development, business plan, cost center and personnel structure

## 07/2017-05/2018 **Münzing Chemie GmbH, Abstatt (GER)**

Globally active family-run chemical company for specialty chemicals | 112 million EUR turnover | 280 employees | [www.munzing.com](http://www.munzing.com)

### **Head of Global IT / Manager of Business Integration Projects**

- Leading of IT with 3 (+ 5 global) employees and 250 users
- Project manager for company integrations (Controlling & Finance, HR, IT and Operations)
- Reporting line to the managing director

#### **Successes:**

- + Overall business integration of two companies (Australia and Malaysia)
- + **IT- Rollouts** with SAP (Fi/Co and Logistics), CRM-, BI- and Industry-4.0 systems, as well as **setting up an international business unit IT**

## 03/2012-06/2017 **ALBA Group, Berlin**

International recycling company with the brands Alba und Interseroh | 7,500 employees | 1.8 billion EUR turnover | [www.alba.info](http://www.alba.info)

### 12/2016-06/2017 **Business Manager**

ALBA Electronics Recycling GmbH (AER), Eppingen (GER)

- Leading of Finance, HR and IT with 10 employees
- Reporting line to the managing director, authorized signatory

#### **Successes:**

- + **Development of a detailed reporting system** to support the **turnaround**
- + **Preparation of a carve-out** in cooperation with the management director

### 11/2015-11/2016 **Head of IT and member of the management team**

ALBA Group, Waste and Metals segment, Berlin (GER)

- Leading of Business IT and BI with 25 employees (Stuttgart, Dortmund and Berlin) and 1,200 users
- Leading project managers and projects on management team level
- Reporting line to the managing director of ALBA Management GmbH, authorized signatory

#### **Successes:**

- + **Professionalizing the IT unit**: setting up **P&L planning** and **service processes**
- + **Building up the overall project portfolio** with the management team and implementing digital projects such as **ERP harmonization, route planning, sensor technology**

### 01/2015-10/2015 **Teamleader Application Systems / Projects**

ALBA Management GmbH, Waiblingen and Berlin (GER)

- Leading the IT Southern Germany with 3 employees and 480 users
- Reporting line to the Head of IT of the main segment

#### **Successes:**

- + **Transfer** of locally distributed **IT to central services set up for this purpose** in Waiblingen (software) and Dortmund (infrastructure)

03/2012-12/2014

### **Project Manager and Head of IT, Organization and Invoicing**

ALBA Stuttgart GmbH, (today ALBA Süd GmbH), Waiblingen (GER)

- Leading of IT and organization with 3 employees and 120 users
- Leading the invoicing department with 7 employees (2013)
- Reporting line to the managing director

#### **Successes:**

- + **Restructure order intake and invoicing; reduce the total number of employees by 12% and the complaints rate in the specialist area by 50%**
- + **Changing the ERP system** from Microsoft Dynamics Navision to Rona-Systems and **setting up a project management** system based on HTML and Access

08/2011-02/2012

### **ETG GmbH (DU:), Göppingen (GER)**

Largest recycling company under the umbrella brand DU: | 30 million EUR turnover | 150 employees | [www.du-willkommen.de](http://www.du-willkommen.de)

#### **Project Manager**

- Management of strategic projects
- Reporting line to the managing partner

#### **Successes:**

- + **Redesigning and restructuring household waste collection** in the **district** of Göppingen

12/2010-08/2011

### **Berlin Recycling GmbH, Berlin (GER)**

Waste management company of the BSR Group (Berliner Stadtreinigung) | 40 million EUR turnover | 280 employees | [www.berlin-recycling.de](http://www.berlin-recycling.de)

#### **Head of Special Projects and Strategic Marketing**

- Management of strategic projects
- Reporting line to the managing director

#### **Successes:**

- + Development of an innovation management in the innovation team of the parent company BSR
- + Project manager for the **establishment of the Wertstoff-Union Berlin GmbH WUB** until **completion of the planning and foundation phase**

04/2009-11/2010

### **Cowherd**

Organic Farm Mrowka, Lindau (GER) | Alpine Farm Schneiter, Château-d'Oex, CH

03/2007-03/2009

### **ETG GmbH (DU:), Göppingen (GER)**

#### **Management Assistant and Project Manager**

- Management of strategic projects
- Reporting line to the managing partner

#### **Successes:**

- + Business management and process-related **design and commissioning** of a **PET processing plant**
- + **Introduction of the paper garbage can** in the **district** of Göppingen and **digital route management**

## FURTHER TRAINING

Continuous further training in the following areas:

- Business law and annual financial statements (InsO, StaRUG, IFRS, HGB)
- Labor law (BetrVG, ArbSchG, collective agreements)
- Business IT (software, infrastructure, services, GDPR)

## FURTHER QUALIFICATIONS

- English: business fluent
- Cultural competence: North America and Southeast Asia

## EDUCATIONAL PATHWAY

- 2014-2017     **Master's degree program in IT Management**, part-time distance learning  
Wilhelm Büchner University, Pfungstadt (GER)  
Degree: **Master of Science (M.Sc.)**, grade 1.9
- 2003-2006     **Studies of Business Administration**, specializing Energy and Recycling Management  
University of Applied Sciences, HfWU, Nürtingen-Geislingen (GER)  
Degree: **University-Diploma of Business Administration (UAS)**, grade 1.9
- 2001-2002     Business Vocational College, Geislingen (GER)  
Degree: Fachhochschulreife (advanced business college certificate)
- 1998-2001     Business training and clerk at Geislinger Zeitung (newspaper), Geislingen (GER)
- 1989-1996     Secondary School, Geislingen (GER)
- 1986-1989     Elementary School, Bad Überkingen (GER)

## INTERESTS / ENGAGEMENT

- Ultra- and Trail Run
- Innovation in digital and new technology
- System Theory according to Niklas Luhmann

Volunteering:

- Member of the Board of the IHK (Chamber of Industry and Commerce) Business Circle Göppingen