



## Curriculum Vitae

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<b>Name</b>	Gudrun OBERHAUSER	
<b>Nationality</b>	Italian	
<b>Education</b>	<u>2009-2012</u> <b>University of Vienna, Faculty for Psychology</b> , Austria Postgraduate Program in Management Coaching: <b>Certified Management Coach</b>	
	<u>1996-1997</u> <b>Community of the Top European Management Schools</b> , France (association of 17 European top management schools, including HEC Paris, LSE, University of St. Gallen, offering one combined Masters program): <b>CEMS-Master in International Management (MIM)</b>	
	<u>1990-1996</u> <b>Vienna University of Economics and Business Administration</b> , Austria: <b>Master in Commercial Sciences (MSc)</b> ; Honors for thesis on "An economic evaluation of solar energy"; GPA3.9/4.0	
<b>Languages</b>	Italian	Mother tongue
	German	Mother tongue
	English	Fluent
	French	Very Good
	Norwegian	Good

## Professional Experience

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### Since 2016

**Erste Bank Österreich**, Austria, Project lead for the implementation of MiFID II Compliance for Capital&Markets: analysis, design, and implementation of compliant finance processes/technical solutions and regulatory reporting

### March 2014 – May 2015

**Erste Group Bank AG**, CEE, Change management lead for design & implementation of an innovative investor relation and regulatory reporting system based on SAP

### September 2013 – March 2014

**Erste Group Bank AG**, CEE, Program & change management of next generation net banking: design, implementation, and roll out of the group's new net banking solution (authentication/security stream)

### August 2013 – January 2014

**Erste Group Bank AG**, CEE, Definition and implementation of a group wide policy for retail loan documentation archiving to minimize the risk for defaulted loans

### July 2011 – May 2012

**Vodafone Germany**, Düsseldorf, finance department, Project & change management and feasibility study: change of the payment pattern for the residential mobile market from calendar to anniversary billing in order to optimize Working Capital

### April – July 2010

**Aviva Europe**, multi-country project, Change management for the initial phase of establishing a shared services center for investments: ensuring buy in and support from the local countries on CEO / CxO level

### June 2009 – March 2010

**Vodafone Germany**, Düsseldorf, Program management responsible for fixed-mobile convergence: design & introduction of a convergent product portfolio for the German B2B market

### April – May 2009

**Business Integration Partners**, Milan, training and coaching activities on International Program Management

### October 2008 – March 2009

**Erste Group Bank AG**, Vienna, Program / Change Management Lead; responsible for setting up PMO for reorganization and development/integration of new back office software for 100% owned online trading company

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May – September 2008

**conseqent Consulting**, Vienna, development of a new, more dynamic and modern corporate identity for a provider of facility services in the health care industry (name confidential)

August 2006 – December 2007

**Tele2 Telecommunication**, Director Product Management Business & SME sales, member of the executive board

- Developed and implemented both short and midterm sales & marketing strategy for the Austrian Tele2 B2B segment
- Designed and overlooked the implementation of a product roadmap to allow business transformation from fixed telephony revenues to revenues from more comprehensive services (various data access products, VPN, SLA, IP Centrex, fixed-mobile packages et.al)
- Designed and introduced Tele2 Business brand which now serves as own brand in the Austrian market
- Successfully built-up and started Value Added Resellers as new indirect sales channel to serve the SME market
- Built-up a highly effective, skilled and motivated team in Product Management Business; this was achieved both through motivating the high potentials in the existing team and the replacement of low-performers in order to enhance team competence and performance culture (succeeded in hiring highly experienced new team members in the industry)

November 2003 – July 2006

**conseqent Consulting**, Austria, co-owner

Independent consultant, focus on Change management, IT Strategy, design and reengineering of client-facing processes

- Led the development and implementation of the sales strategy for a facilities management firm operating in the health industry. The deployment of the new strategy - including recruiting and coaching of new sales team, and implementation of sales analytics tools – proved successful. Achieved an increase in yearly turnover of 20%.
- Collaborated with senior level staff of an Austrian Ministry in the public tender for an eLearning platform for its 12,000 employees. A team of 10 people (2 consultants, client team of 8) was put together to ensure that the public procurement procedures for the platform were conducted efficiently and the RFP was issued on time.
- Directed a five person team to reengineer the delivery and quality processes in a service company (Austria). As a result, client satisfaction has risen considerably, while the churn rate was reduced by 50%.

January 2000 – September 2003

**DELOITTE Consulting**, Processed and Change Practice

Senior Consultant since September 2000, focus on Technology and Telco Companies. Acquired international experience through assignments (4 months each on average) in Spain, Germany, UK, Switzerland, Italy, Norway and France. *Projects worked on:*

- *Marketing/Sales Division of a Telco provider, France: Developed Strategy for Partner Relationship Management*  
Development of a Partner and Alliance Strategy to cope with the increasing number and types of partners the client was involved with. As a result, strategy guidelines and a high-level process map of how to integrate partner-related activities into the overall processes were produced.
- *Major Telecom Operator, Italy: in a PMO role, developed and implemented a Customer Portal Strategy*  
Within a very tight timeframe, the client had targeted to deploy a new international portal, a new revenue driver. A team of 3 client resources and 10 consultants made sure that the launch in September 2002 and all further releases were successful. One year after the first launch, the portal had 780,000 customers, another half year later already 1,300,000.
- *Major Telecom operator: IT Account Management Wireless LAN*  
Starting November 2002, Wireless LAN was identified as a major source for generating new income from data traffic. A WLAN strategy was developed and implemented. Consequently, data revenues rose by 19% (vs. voice revenues 1%) from June 2003 to June 2004 and the client could significantly outperform the main competitor.
- *Major pension fund, Switzerland: Introduction of a Workflow System; Team/Change manager of a mixed DC and client team responsible for Process Analysis and Workflow Design*  
The client was faced with the challenge to streamline their administrative processes and to reduce time-to-market for new products. With these challenges in mind, the project involved the design and implementation of a new customer facing strategy and of an automated workflow system, thus involving significant cost reduction.
- *Major Service Company, UK: Business Case for Global Strategic Web Enablement; responsible for the elaboration of a web strategy for multinational accounts*  
The CIO engaged a 10-person consultant team to help them with the definition of their new Global Web Strategy. The team built a business case for the launch and implementation of several global web enablement initiatives, including eSales&eCare, eHR, eFinance and web-enabled multinational accounts.
- *Subsidiary of major Telecom operator, Austria/Spain: Implementation of a CRM Infrastructure; responsible for training and change management*  
Due to major growth and in order to be able to cope with an increasing number of customers, a consultant team of 50 people was brought in to design and implement a new CRM solution and to deploy the end-user training.

#### September–December 1999

Consultant; focus on productivity gains and cost reduction

**CZIPIN& Partner Produktivitätsberatung, Vienna**

#### April – August 1999

Business Case for the expansion into the Italian and German-speaking markets

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**DALET Technologies, Paris**

August 1998 – April 1999

Responsible for all marketing activities; participation in data warehouse projects

**DELPHI Software GmbH, Vienna**

December 1997 - July 1998

Assistant to the Managing Director

**MUTSCHMANN SÀNCHEZ Innovations, Vienna**

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## **Professional Training**

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### **Internships/Trainings**

October - November 1995

IT Strategy, BPR and Systems Redesign

**SIEMENS Austria AG, Vienna**

July - September 1995

Market research project, Germany & NL

**WESTERWELLE Management Consultants, Munich**

1999 – 2018

**Trainings:** Project Management, Situational Leadership, Facilitation Skills, Team Building, Conflict Management, Presentation Techniques, Sales Planning, Negotiating Skills (Harvard Negotiation Model)

### **Teaching activity**

2006-2007

Lector on “Technology Branding&Marketing” at the Vienna University of Economics and Business Administration