

TORSTEN J. KOERTING

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KEY EXPERTISE

Management of complex programs, crisis and TurnAround situations – business model innovation and strategy development - facilitation and coaching - keynote speaking - author

CAREER HISTORY

projectyzer

Frankfurt, Germany

Managing Partner - Senior Project TurnAround Manager

Jul 2012 – today

- Build up a consulting & professional service portfolio offering to corporate clients including development of a unique Business Innovation approach and Project Turnaround method.
- Specialized in Project TurnAround Management and Strategy innovation consulting.
- Helped startups and coached small, medium enterprises to develop a sustainable business model.
- Worked with large organizations to redefine their strategy and to successfully deliver their key projects.

CGI Germany (formerly Logica)

Frankfurt, Germany

Director - Crisis and TurnAround Manager – Business Unit Outsourcing

Jun 2014 – June 2015

- Management and coaching in crisis and challenging client situations in the area of full IT outsourcing for complex projects and contracts.
- Developing and leading a team of senior and professional Transition Managers to support organization to transition pipeline of outsourcing contracts into daily operation.

Deutsche Bank

Frankfurt, Germany

Program Manager

Jan 2009 – Jul 2012

- Took end-to-end responsibility for a major project embedded in a €1bn program to replace legacy banking systems with SAP, transform the IT platform to support Postbank integration, and agile development of an SAP DM front end and transaction middle layer (€10 m+, 40+ team members).
- Managed the development and migration of a private client mortgages platform to a modern three-tier architecture and implemented two releases (€10 m+, 70+ team members).

Virgin Australia

Brisbane, Australia

Manager Program Office / Manager Corporate Portfolio

Feb 2007 – Aug 2008

- Managed Virgin Australia's IT Program Office with 18 staff and a portfolio of over 30 projects. Established a company wide project management methodology and implemented a SaaS tool suite to support it. Realized cost savings by ensuring structured governance and conducting project health checks. Trained over 50 professionals for PMI certification.
- Managed the corporate portfolio of 100+ projects. Developed and implemented a portfolio delivery strategy in line with the company's service strategy. Took responsibility for performance monitoring, tracking and reporting. Implemented an overall governance approach for the corporate project portfolio.

Siemens Business Services / Sinius

Frankfurt / New York

Program Manager / Proposal Manager

June 2002 – July 2006

Managed and developed a team of project and program managers through several major change projects.

- In a Deutsche Bank project (6 months, €7m+ budget, 20+ team members) managed the migration of the client's software distribution system. Saved Sinius €5m by influencing the client to upgrade the existing proprietary Sinius system, rather than migrate to a standard product.
- Managed a 12-month, €3m+ project involving 40+ team to implement all ITIL Processes at Sinius. Designed and implemented a new IT service management infrastructure for the company; managed the transition from a structure-based to a process-based organization. Improved effectiveness and service quality. Took responsibility for obtaining BS 15000 /ISO 20000 certification.
- Managed a 5-month, €5m project involving 20 staff to develop a new BCP-level infrastructure for Eurohypo, the US subsidiary of a major German bank with offices in New York, Chicago and Los Angeles. Overcame resistance of local client management through reliable delivery and consistent communication.
- Took responsibility for establishing Sinius's transition and transformation management. Developed best practice-based project management tools based on PMI / PMP / PMBOK and PRINCE2; trained and coached 8 project managers in tool implementation. Conducted audits and health checks to ensure project quality and compliance. Managed transition from project to business organization.

As proposal manager / sales consultant, managed the development and delivery of project proposals of up to €250m for major international clients, mostly in the financial services sector. Represented the organisation at presentations and bidder conferences. Designed solutions enabling clients to outsource IT and replace their IT infrastructure.

- Developed a key proposal to migrate the bank's client/server-based branch infrastructure to the world's largest Windows terminal infrastructure. Negotiated project content, services, service levels and pricing with the bank's chief negotiator, technical and commercial representatives, and sourcing management team. Achieved delivery within a tight timeframe and obtained senior management commitment.

As interim manager of Proposal Management and Solution Design, coached 15 sales consultants to professionally represent the company towards major clients.

iNetVision

Frankfurt, Germany

Founder / Program Manager

March 1999 – May 2002

Co-founded and established an IT software and services company with 15+ permanent staff and €2.0m+ in annual revenues. Managed sales, marketing, projects, public relations, human resources and finance. Delivered high-profile content management projects for major international corporations.

- For Deutsche Bank, developed an e-learning environment with 600 courses, a global customizable news and information service giving 95,000 employees daily access to over 1,000 news reports, and an intranet portal for 3,000 users; integrated a global search engine.
- For the European Transaction bank, developed a cross-European intranet concept, along with the corresponding internal processes.
- For Colt Telecom, developed and implemented an intranet search engine with 1.5m documents.
- For a major publishing group, developed and implemented a customizable internet newspaper portal.

Deutsche Bank

Frankfurt / New York

Project Manager / Systems Analyst / Application Developer / Trainee

Aug. 1988 – March 1999

- Managed the development and implementation of the bank's North American intranet hosting platform.
- Enhanced the functionality of private and business customer systems for the bank's foreign entities.
- Managed porting and integration of the bank's trade finance system developed in Singapore and India.
- Developed a new hardware and software platform for the bank's domestic branch network, including graphic user interfaces, host communication, and connection of bank peripherals.

EDUCATION AND PROFESSIONAL DEVELOPMENT

- Certified Executive Business Coach (ongoing) 2015 - 2016
oezpa Academy & Consulting
- Certified FORTH Innovation Facilitator 2014
Gijs van Wulfen, Author 'The Innovation Expedition' and creator of the FORTH Innovation Methodik
- European School of Management and Technology, Berlin: 2010
Deutsche Bank Talent Academy (1-year course)
- Graduate School of Business Administration, Zurich (Lorange Institute): 2005
Executive Bachelor of Business Administration (exBBA)
Completed with distinction (Best BBA Award and Dean's Award)
- Project Management Institute: since 2005
Project Management Professional (PMP)
- ITIL Foundation: since 2005
ITIL / Service Management Certification
- Certified Trainer and Instructor for IT Specialists 1998
- Certified Bank Clerk (Deutsche Bank apprenticeship) 1988

Plus various training courses on project management, consulting, negotiation and conflict management skills, operating systems, application development, and programming.

BOOKS

Roger Dannenhauer, Torsten J. Koerting, Michael Merkwitza: *TurnAround – Wenn Projekte kopfstehen und klassisches Projektmanagement versagt* [”**TurnAround – If projects are in a crisis and classical project management fails.**”] TurnAround Thinktank GmbH, 2013

Martin Kittel, Torsten J. Koerting, Dirk Schött: *Kompendium für ITIL V3-Projekte. Menschen, Methoden, Meilenstein - Von der Analyse zum selbstoptimierenden Prozess*. [”**Compendium for ITIL V3 Projects. People, Methods, Milestones – From analysis to self-optimizing processes.**”], 2nd edition. Books on Demand, 2010. With a foreword by Hermann-Josef Lamberti (Deutsche Bank board member)

PUBLIC APPEARANCES

Speaker for major project management organizations and businesses (PMI, NASA, PMOz, GPM, IQPC, BPUG, PM Camp) with topics focusing on crisis and TurnAround Management, risk and complexity management as well as general program and project management.

AFFILIATIONS

GPM (Gesellschaft für Projektmanagement) – Board Member Focusgroup ,TurnAround Projektmanagement' (from 2015)

PMI (Project Management Institute), Australia – Queensland chapter – Board Member (until 2009)

LANGUAGES

English and German (owner of Australian and German citizenships)

REFERENCES

Personal references will be provided upon request.