

GRAEBER Markus

Contact Details

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PROFESSIONAL EXPERIENCE

Since 2014

ICONOS VENTURES

Germany / France

Angel, start-up & Private Equity investments, start-up coaching, interim management & consulting activities

2020

MÜCKE ROTH & COMPANY

Germany

Management consultancy, ca. 50 employees, own VC fund & start-up eco system

Associate Partner

Strategic Leadership & New Business Development

- Building a competence center for digital & CRM related eco systems, implementation / support of data driven decision making & AI, lean analytics and customer centric digital operating models
- Designing related frameworks for CRM & eco system health checks as well as technology / implementation roadmaps for new digital business models and digital transformation programs
- Developing best practices for contracting, setting up, executing and governing agile development programs for software / app solutions supporting new digital business & delivery models

2016 - 2020

BEARINGPOINT GMBH

Germany / Romania / UK

Management & technology consultancy, ca. 4000 employees in 22 countries & over EUR 700M revenue

Senior Manager Digital & Strategy

Leadership & Strategic Product /Service Development

- Extended the strategy & digital product / services portfolio through the development of new & complementary offerings covering digital assessments, digital business strategy and digital products & services development as well as organization-wide transformation & change programs
- Developed long-term firm-wide digital CRM transformation strategy while expanding European delivery capabilities moving BearingPoint from basic Salesforce partner status to the highest partner level in under 12 months, winning the Salesforce Europe consulting partner award 2018 for "exceptional growth"
- Established a strategic firm-wide nearshoring technology implementation & product development team with 40 members in Romania, direct responsibility for 50 team members across Germany and Romania

Business Development & Project Management

- Introduced Agile as the standard project delivery method, trained all relevant delivery team members
- Directed firm-wide proposal teams & led pitches for digital transformation & implementation projects with volumes of up to EUR 20M+, created central proposal, project & training knowledge management repository
- Managed project teams for global transformation projects with financial services, high tech manufacturing, life science and start-up clients with multi-phase budgets of up to EUR 5M+

2014 - 2015

NEFOS GMBH

Germany / Austria / Switzerland

Cloud software consultancy, ca. 50 employees in 4 Central European countries & EUR 15M revenue

Consulting Manager Germany & Austria (2015), Senior Project Manager (2014)

Leadership & Project Management

- Restructured and unified companywide all development & consulting teams by building a new organizational structure, expanded German & Austrian consulting team by doubling head count across 4 offices to 25 total
- Supervised team of 15 direct reports, standardized project management methodologies, implemented Agile methodologies and designed new career plans, skills sets and mentoring program for the entire team
- Structured & managed largest Salesforce.com CRM transformation project in the German language region with a total budget of approx. EUR 3M & 90.000 stakeholders in 50+ countries, led team of 10 members

Key Stakeholder / Change Management & Product Development

- Constructed and executed a global roll-out strategy for a complex USD 2M+ digital transformation project with a multinational agricultural industry client covering 50 countries over 3 years utilizing local client teams
- Managed ongoing adjustments to scope and implementation planning based on maturity, readiness criteria, capabilities road map, risks and ongoing user feedback for three year integrated global transformation plan
- Reviewed related own mobile app and ERP integration product offerings, adjusted internal development efforts, resource allocation and product roadmap based on client feedback and market developments

2010 - 2013

ICONOS VENTURES SAS

Colombia

Investment & consulting start-up, focused on market & IT strategy, ventures & strategic project execution

Owner & Director

Investment & Strategy Development

- Refined business idea, organized funding & invested in .CO internet domain reseller license; set up internet service provider (ISP), formulated launch strategy, product portfolio & coordinated strategic resell partners
- Controlled 2010 .CO domain launch resulting in a 90%+ success rate in domain acquisitions, by far the highest among all .CO license holders, exceeding revenue forecasts by over 40%
- Directed strategic consulting at a large corporate travel agency for implementation of a new tourism division based on a revised business model with focus on European clients & partners, generating profit in year one

Creativity & Strategic Leadership

- Designed & constructed the Air Sports venue for The World Games (TWG) 2013, the largest multi-sports event after the Olympics, controlling a USD 1M+ total budget for the Air Sports events
- Worked closely with TWG CEO, Colombian Olympic Committee, Colombian Air Force and presidential palace to eliminate risks and resolve issues & logistics surrounding the use of the Cali air force base as a venue
- Managed direct responsibility for 130 staff and 72 athletes for the Air Sports event, recognized as one of the most successful events of the games

2003 - 2010 **XRM GLOBAL INC. / EM TECHNOLOGIES, INC.** **Colombia / Brazil / United States**
Cloud software & services start-up; IPO on Toronto TSX Exchange; ca. 50 employees & USD 7M+ revenue
Co-founder & Director of Clients and Services
Strategic Leadership & Product / Business Development

- Developed market strategy for Brazil, led successful pilot projects for 2,500+ users with three of the largest insurance companies, drove product development to expand further into insurance / financial services market
- Performed competitive analysis of 6 rival CRM software products, analyzed key vertical markets to shape product development strategy & road map while collaborating with R&D team to define resource allocation

Investor Relations & Funding

- Implemented Investor Relationship Management processes for IPO including online solution to raise the capital for XRM Global's Toronto TSX stock market flotation valued at up to USD 13.0M
- Structured registration & communication with pre-IPO investors providing USD 1.38M in funding

Influencing & Client Skills

- Headed 15+ global client implementation efforts ensuring successful delivery & client satisfaction, cross-sold additional products & services while winning clients for pilot projects to develop new & innovative solutions
- Increased with Brazilian business partner software licenses sold & recurring revenue by ~100%, build a pipeline of up to 15,000 more licenses as a result of successful pilot implementations & business development

2002 - 2003 **SUN & SON, INC.** **United States**
Software consultancy & IBM business partner; ca. 10 employee & USD 1.5M+ revenue
Strategic Partnership Manager & Senior Consultant

1999 - 2002 **IT FACTORY A/S** **Denmark**
CRM / business software & services start-up; offices in Europe, the US & Australia; ca. 150 employees
Senior Consultant & Product Manager

1998 - 1999 **TECHMATION CO., LTD** **Taiwan**
Producer of controller for plastic injection mold machines; ca. 50 employees in Taiwan, Hong Kong & China
International Business Development Manager

1997 - 1998 **ATHALIAN SARL** **France**
Database query software start-up, 5 full- & part-time employees, sold to large services company
Co-founder & Manager

1994 - 1995 **LA OSTRA COSA** **Puerto Rico**
Start-up selling fresh sea food based on home recipes, now an established Old San Juan restaurant
Co-founder

UNIVERSITY EDUCATION

2015 - 2016 **INSEAD** **France / Singapore / Abu Dhabi / USA**
Global Executive MBA & Entrepreneurship Bootcamp

1995 - 1997 **UNIVERSITY OF CALIFORNIA (Santa Barbara / Los Angeles)** **United States**
Business Economics (BA program)

1994 - 1995 **UNIVERSIDAD INTERAMERICANA (San Juan)** **Puerto Rico**
Business Administration & Marketing – English Trimester Program (BA program)

1991 - 1992 **UNIVERSITY OF HAMBURG** **Germany**
Business Administration (BA / MA program – former German Vordiplom)

CERTIFICATES & EXECUTIVE EDUCATION

INSEAD - Advanced Competitive Strategy; Behavioral Science & Fintech; Machine Learning & AI for Executives
Venture Capital - Venture Capital Unlocked, specialized program with VC 500 Startups & INSEAD (Singapore)
Negotiations - INSEAD Negotiation Dynamics, program & coaching focusing on value negotiation (Abu Dhabi)
PRINCE2 - AXELOS PRINCE2 Foundation & Practitioner training & certification
Agile - Agile Scrum Master (Scrum.org) & Agile Product Owner (Scrum Alliance)
Business Process Management - OMG Certified Expert in BPM 2 (OCEB 2)
Sales Methodologies - Holden Executive Sales Coaching

LANGUAGES German (native), English (native level), Spanish (fluent), Portuguese (business), French (basic)

WORK PERMIT European Union

OTHER EXPERIENCE

Since 2016 **START-UP MENTORING & ANGEL INVESTMENT** **France / Germany**

- Active as a startup mentor & angel investor, primarily in the INSEAD start-up eco system

2011 - 2014 **FEDERACIÓN COLOMBIANA DE DEPORTES AÉREOS** **Colombia**
Colombia's National Air Sports Federation
President & Spokesman

- Controlled all international activities, represented Colombia as one of 100+ member countries in the FAI General Conference, its global policy making body
- Directed as president the federation's 7 member executive committee, set the federation's overall strategy
- Founded Gliding Colombia, Colombia's national gliding organization, educated national civil aviation authorities and pushed through an enhanced national regulatory framework resulting in 10 new gliding areas

2010 - 2013 **FÉDÉRATION AÉRONAUTIQUE INTERNATIONALE - FAI** **Switzerland / Colombia**
The World Air Sports Federation
Vice President

- Organized FAI activities in South America, achieved implementation of two Regional Vice Presidents
- Set global policies and oversaw management of worldwide gliding as part of FAI's gliding commission