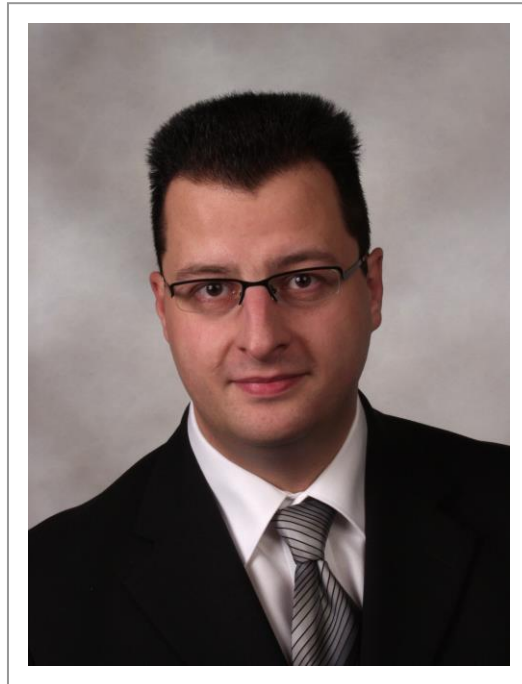


SKILL PROFILE



RALF ZIMMERMANN

DIPL.-BETRIEBSWIRT (DH)

EMIL-NOLDE-STRASSE 15

89520 HEIDENHEIM

SENIOR CONSULTANT FOR EFFICIENT PROJECT MANAGEMENT

[PROJECT MANAGEMENT | PROJECT REVIEWS | PROJECT COACHING]

– EFFECTIVE DATE: FEBRUARY 2017 –

[ENGLISH VERSION]

MEMBERSHIPS AND ASSOCIATIONS

ACM	Association for Computing Machinery (since 1999) SIGCOMM [Data Communication] SIGMOBILE [Mobility of Systems, Users, Data and Computing] SIGSOFT [Software Engineering]
IEEE	Institute of Electrical and Electronics Engineers (since 2001) IEEE Mobile Computing IEEE Pervasive Computing
GI e.V.	Gesellschaft für Informatik (since 2002)
VDS e. V.	Verein Deutsche Sprache e. V. (since 2004)
bwcon	Baden-Württemberg: connected e. V. (since 2004) Special Interest Group „Mobile Business“ Special Interest Group „eHealth“

Emil-Nolde-Straße 15
89520 Heidenheim
Phone: (0 73 21) 96 66-66
Fax: (0 73 21) 96 66-25
Mobile: (01 71) 2 82 06 48
eMail: rz@ralf-zimmermann.de
Web: www.ralf-zimmermann.de

DOES YOUR PROJECT MATCH WITH ME?

- You would like to realize an **ambitious, complex and international project** in an **interesting and exciting setting** and so you provide a real **challenge**?
- You are looking for a high-performance, experienced and motivated project leader, who
 - **is driving project management as executive function**, possesses highly leadership and soft skills and at that is acting and thinking entrepreneurial,
 - applies **methodologies and process models project-related**, involves **tools and resources adequately** and so ensures a **high motivation and satisfaction of the participating stakeholders**,
 - **is working result-oriented and self-reliant that your project will be finished efficiently, accurate and successfully?**
- You count on **target- and result-oriented operations**?
- You subsist an **open and esteeming corporate culture**, based on confidence, versatility and self-responsibility?
- I may **participate actively** in your enterprise and at your project, **all in all along with my expert knowledge, my experiences, skills, strengths and talents**?

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<input type="checkbox"/>	Publications
<input type="checkbox"/>	Projects (Extract)

PROFESSIONAL CAREER

- since 2011 **Zimmermann Business Solutions, Heidenheim**
 [Management Consulting]
Senior Consultant for efficient Project Management
- **Project management and project portfolio management for challenging , complex and international (large-scale) (IT) projects**
 - Implementation of **project reviews**
 - **Optimization of project management processes and adaptation of project related business processes**
 - **Consulting and project coaching** for implementation and adaptation of
 - project management methodologies (i.e. PMI/PMBOK®, APM)
 - (agile) procedure and process models (e.g. Scrum, XP, Kanban, Prototyping)
 - software life cycle models (i.e. ISO/IEC 62304, 12207)
- 2006 – 2011 **EMDS AG, Stuttgart**
 [Management Consulting]
Founding member and officer with procurement.
CIO and Executive Senior Consultant for challenging and international large-scale projects in the areas of electronic health, electronic and mobile business.
 Focus areas on project, portfolio and IT management, business process management, strategy consulting and the design of fault-tolerant and scalable software systems and the implementation of technology monitorings.
Training manager and mentor for students of DHBW.
- 2005 – 2006 **tison AG Infosystems, Neu-Ulm**
 [IT Services Company]
 As **Head of Engineering & Support** responsible for the departments software engineering and support as well as for the **key account and nearshore management** in Neu-Ulm and Timisoara (Romania).
 Business process management, portfolio, project and quality management of major international projects as well as design and implementation of outsourcing and outtasking strategies.

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2003 – 2005 **Zimmermann Business Solutions, Heidenheim**
 [Management Consulting]
 Self-employed as **Senior Consultant and Project Coach** in the areas of project management, business process optimization, quality assurance of IT systems, business modeling and software engineering.

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 Mobile: (01 71) 2 82 06 48
 eMail: rz@ralf-zimmermann.de
 Web: www.ralf-zimmermann.de

1998 – 2003 **ZBS GmbH, Heidenheim**
 [Provider of (mobile) eBusiness solutions]
 The sole **Director and Shareholder** with personnel responsibility for more than 20 employees.
Project Manager and Senior Consultant in the fields of IT and business strategies, technologies, system analysis and business process management as well as design of complex IT systems.

1997 – 1998 **Kliniken Landkreis Heidenheim gGmbH**
 [Hospital]
Community Service in the IT department of the large district hospital house and academic teaching hospital with approximately 720 beds plan.

1995 – 1997 **Carl Edelman GmbH, Heidenheim**
 [Packaging Manufacturer]
 As **System Manager** responsible for the planning, selection and implementation of information and communication systems, for example the implementation of enterprise resource planning systems Baan and SAP R/3 (modules MM, FI and CO).
 Project management of infrastructure and software development projects as well as organization and management of the service support.

EDUCATION

1992 – 1995 Study at the Baden-Wuerttemberg Cooperative State University Heidenheim (formerly known as Berufsakademie Heidenheim) in the area of business administration, specializing in business informatics.

Degree: Dipl.-Betriebswirt (DH)

Company for the cooperative education:
 Carl Edelman GmbH in Heidenheim

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SCHOOL EDUCATION

1983 – 1992 Schiller-Gymnasium in Heidenheim
Advanced courses mathematics and fine arts
Degree: High School

OTHER ACTIVITIES

2011 – 2012 Assistant to the managing board of EnerGen Süd eG, Ulm
Responsible for the re-implementation of the core business processes as part of a business process re-engineering and setup of IT management and business continuity management at a public utility company in the energy industry sector.

since 2008 Program Committee Member, Track Chair and reviewer of scientific papers of the Wuhan International Conference on E-Business, Wuhan, China

since 2004 Freelancer at Institut für Informationslogistik, Neu-Ulm
Focus areas:

- Project management
- Business process optimization
- Architecture of IT systems

since 2001 Teaching business administration at universities in Baden-Württemberg and Bayern in the fields of information technology, eBusiness and industry-related business management; faculties business informatics, information management, service management and corporate communication.
Member of several audit committees.
Expert and reviewer for project works, studies and bachelor thesis.

since 1997 Speaker at international conferences.

since 1994 Lecturer for international medium and large size companies.
Speaker at events and conferences of associations.

since 1990 IT training courses and seminars

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SPECIALIZED KNOWLEDGE AND EXPERIENCE-BASED KNOWLEDGE

MANAGEMENT AND LEADERSHIP

Management experience in medium-sized, internationally oriented enterprises (CEO, business unit manager IT, CIO) with functional and disciplinary personnel responsibility of up to 60 employees.

Leadership of international cross-country working teams of up to 125 team members.

Leadership of offshore and nearshore teams, especially in Romania and India.

Founding of companies and restructuring of businesses with different legal structures (individual enterprise, GbR, GmbH, AG, eG).

PROJECT MANAGEMENT

Project management as executive function: management of complex and international large-scale projects.

Project portfolio management

Program management

Project management Methodologies (PMI/PMBOK®, IPMA/ICB, Agile Project Management (APM), DIN 69901, DIN 69909)

Implementation of project reviews

Support of project audits

Project coaching for implementation and adaptation of project management methodologies and (agile) procedure and process models, optimization of project management processes and adaptation of project related business processes.

Project risk management considering ISO/IEC 31000 and DIN EN ISO 14971

Stakeholder management

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BUSINESS PROCESS MANAGEMENT AND IT MANAGEMENT

Computer System Validation (validation and qualification) as well as the implementation and extension of validated IT systems (including cloud and app based systems) in the pharmaceutical industry under consideration of DIN EN ISO 13485, FDA 21 CFR 11/70, GxP and GAMP 5.

Business process management, especially business process optimization via business process re-engineering and KVP

IT management, including IT service management and IT controlling, especially according to ITIL

Design and implementation of outsourcing, outtasking, offshore and nearshore strategies

Change management, especially combined with agile project management and agile methodologies/process models.

Risk management combined with ISO/IEC 31000

Business continuity management

Assessment of business processes and process improvement via CMM(I) and SPICE (ISO/IEC 15504), regarding IT processes, in combination with ISO/IEC 12207.

Business analyses, efficiency analyses and potential analyses.

SOFTWARE ENGINEERING

Software engineering (system analysis, system design, software architecture and ergonomics as well as maintenance of software systems)

Usability and user experience design according to DIN EN ISO 9241-11 and ISO/IEC 62366-1 as well as software ergonomics and human-machine-communication via human machine interfaces (HMI).

Quality management, quality control and quality assurance on development of software systems according to ISO/IEC 9126, including the design of analytically and constructively built quality management systems

(agile) procedure and process models (Scrum, XP, Kanban, Prototyping, V-Model XT, waterfall model and spiral model)

Implementation and adaptation of software life cycle models (e.g. ISO/IEC 62304 and ISO/IEC 12207)

Requirements management and requirements engineering

Development of specifications, product and user requirements specifications, functional specification documents and scope statements.

Programming languages: Java™, C/C++, C#, ASP.NET, Visual Basic, PHP

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SPECIFIC EXPERT AND PROCESS KNOW-HOW: MEDICAL PRODUCTS

Development of medical products, among others in the area of in-vitro diagnostics (IVD) of medical device classes I and II a/b, e.g. titration meter, 3-D scanner and extra-oral-scanner considering the standards DIN EN ISO 62304, DIN EN ISO 13485, DIN EN ISO 14971, DIN EN ISO 62508, ISO/IEC 62366-1, ISO/IEC 60601-1 and ISO/IEC 60601-1-x

Development of software as a medical product, e.g. diabetes management software, dental CAD and articulator.

Worldwide commercial rollout of medical products, including software as a medical product

Support of regulatory processes and admission procedures (CE, FDA, PMN/501(k)) according to the European Medical Device Directive MDD 93/42/EEC, respectively in-vitro diagnostics directive IVDD 98/79/EG, MPG and FDA quality system regulation 21 CFR part 820

Implementation and adaptation of activities and processes according to CAPA (21 CFR 820.100) and design controls (21 CFR 820.30)

Support of quality audits and ensuring the realization of findings, NCs and CARs within the scope of respective projects

Design, definition and implementation of life cycle models (e.g. 62304), especially processes in the fields of rollout/distribution, customer support and PTC/complaint handling

Consulting and development of software solutions in the area of quality management and drug safety, including validation of (software development) processes and software systems according to DIN EN ISO 13485 and GxP, especially GMP

OTHER SPECIFIC EXPERT AND PROCESS KNOW-HOW

Management, design and realization of mobile eBusiness and eHealth solutions

Expert and process know-how in the area of the electronic health card (eGK) and telematics infrastructures

In-car-communication and car-to-car-communication

Customer relationship Management, PTC/complaint handling and international claim management

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INDUSTRY KNOWLEDGE

- since 1992: Packaging Industry
- since 1994: Pharmaceutical Industry
- since 1995: IT and Communication Technology
- since 1996: Plant Construction and Engineering
- since 1997: Healthcare and Medical Engineering
- since 1998: (electronic) Commerce
- since 1999: Automotive and Automotive Supply Industries
- since 2000: Banking Sector and Insurance Industry
- since 2011: Energy Industry

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TALENTS AND STRENGTHS

- Keen perception and initial skill adaptation training in new topics
- Comprehension of complex issues and processes and ability to explain and illustrate these in an intelligible manner
- Eloquent communication with humans of various ethnic groups on all decision-making and execution levels
- Self-confident manner and target-oriented presentation and documentation.
- Anticipation of trends
- Leadership skills
- Resilience
- Stakeholder management
- Faculty of abstraction
- Analytical ability and logical reasoning

SOFT SKILLS

- Self-motivation and enthusiasm
- Ability to engage team members
- Self-responsibility
- Discipline
- Empathy
- Team player
- Cross-cultural competence
- Liability
- Ability to deal with conflicts
- Stress-resistant
- Reasoning and assertiveness

MOTIVATION FACTORS

Interested in the New

- Realization of interesting and exciting projects
- To broaden one's mind by dealing with new topics
- Meet new companies, people and cultures

Joy at what I'm doing

- Successful realization of plans and projects
- Investigation and evaluation of topics and giving lectures
- Solving problems and meeting challenges

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LECTURESHIPS SINCE 2001 (EXTRACT)

Project management

Electronic and mobile business

Software engineering (including system analysis, system design, software architecture and ergonomics, user experience design, human-machine-communication as well as quality management and maintenance of software systems)

System analysis / business Analysis

Programming languages (Java™, C/C++, C#)

Scientific working

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AUDIT ASSIGNMENTS AND EXAMINATION BOARDS

Expert and reviewer for scientific papers as well as for project works, studies and bachelor thesis.

Member of various examination boards for appraisals of colloquia, oral and written Bachelor final examinations

Program Committee Member, Track Chair and reviewer for scientific papers of the Wuhan International Conference on E-Business

SPEAKER AT INTERNATIONAL CONFERENCES

Wuhan International Conference on Electronic Business (2010)

Wuhan, China

„The Significance of Software Ergonomics in particular consideration of the graphical user interface using the example of self-service terminals against the backdrop of the launch of the electronic health card in Germany“

The conference proceeding has been published.

Wuhan International Conference on Electronic Business (2007)

Wuhan, China

„Virtual E-Business with ‚Second Life‘ – Chances and Challenges for Today’s Enterprises“

The conference proceeding has been published.

Erste Deutsche Java™ Entwickler-Konferenz (1997)

Frankfurt/Main

„Der Weg von OO-Sprachen zu professionellem Java™ Einsatz“

The conference proceeding has been published.

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Zimmermann, Ralf; Wickramashinghe, Prof. Dr. Nilmini; Seitz, Prof. Dr. Jürgen; Zwicker, Manuel (2010)

The German E-Health Card: Key Implementation Issues

Published in: IGI Global (editor) [wo. author]: „Medical Technologies and Healthcare Blog“, 2010-10-15

IGI Global, Pennsylvania, 2010

Zimmermann, Ralf (2010)

Schlüsselfaktoren für die Akzeptanz neuer IT-Systeme am Beispiel der eGK

Published in: Initiative D21 e. V. (editor) [wo. author]: „Gemeinsam für die digitale Gesellschaft, Jahresband 2010“

Von Loeper Literaturverlag, Karlsruhe, 2010

Zimmermann, Ralf; Seitz, Prof. Dr. Jürgen (2009)

The Electronic Healthcare Card - An Expense Factor or a future Life-Saver in a Global World?

Published in: Duserick, Frank (editor): „Proceedings of the Eighth Wuhan International Conference on E-Business“

Alfred University Press, Alfred, 2009

Zimmermann, Ralf; Seitz, Prof. Dr. Jürgen (2007)

Virtual E-Business with ‚Second Life‘ - Chances and Challenges for Today’s Enterprises

Published in: Träger, Prof. Manfred (editor): „BRAIN. Zeitschrift für Wissenstransfer.“, edition 2007/2008, pages 21-24

Berufsakademie Heidenheim, Heidenheim, 2007

Zimmermann, Ralf; Seitz, Prof. Dr. Jürgen (2007)

Virtual E-Business with ‚Second Life‘ - Chances and Challenges for Today’s Enterprises

Published in: Duserick, Frank; Huang, Wilfred V.; Zhao, Jing; O’Keefe, Timothy P. (editor): „Management Challenges in a Global World: A Special Collection 2007“, pages 1268-1274

Alfred University Press, Alfred, 2007

Zimmermann, Ralf (1999)

n-technology - The Application Framework

Published in: Sun Microsystems, Inc. (editor): „Die Java Welt 3“, edition 09/1999, page 8

Sun Microsystems, Inc., Grasbrunn, 1999

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Zimmermann, Ralf (1999)

n-sell - das flexible Web-Shop-System, basierend auf der n-technology

Published in: Sun Microsystems, Inc. (editor): „Electronic Commerce mit Sun“,
edition 03/1999, page 40

Sun Microsystems, Inc., Grasbrunn, 1999

Zimmermann, Ralf (1999)

n-sell - das flexible Web-Shop-System

Published in: Sun Microsystems, Inc. (editor): „Sun News“, edition 03/1999, page
23

Sun Microsystems, Inc., Grasbrunn, 1999

Zimmermann, Ralf (1997)

Der Weg von OO-Sprachen zu professionellem Java™ Einsatz

Published in: Rathjens, Peter (editor): „Tagungsband zur 1. Deutschen Java™
Entwickler-Konferenz“

Sun Microsystems, Inc., Grasbrunn, 1997

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The following overview merely consists of some selected and interesting projects.

More detailed information about the following projects or further, for example, industry-specific project examples, will be provided upon request.

PROJECT MANAGEMENT, PROJECT REVIEWS AND COACHING [1/3]

Management of three sub-projects in the area of global drug safety for a worldwide operating pharmaceutical company with approximately 50.000 employees for the extension of a validated pharmacovigilance system, including a cloud based extension and an app-based solution as well as the implementation of computer system validation (validation and qualification of the systems and system extensions) under consideration of DIN EN ISO 13485, FDA 21 CFR 11/70, GxP and GAMP 5.

As project manager at a great pharmaceutical company responsible for the preparation of the launch of a class 2 medical product in several European countries, composed of an optional blood glucose measurement device and an app for iOS and Android in the area of health management for the administration of blood glucose values, insulins, carbs and weight as well as for the support, analysis and evaluation of blood glucose measures. Main focus was the time-critical coordination of the US legal manufacturer, company's affiliates, translation agency and media agency as well as the close collaboration with the departments Global Marketing, Regulatory, Pharmacovigilance, Legal, Global Labeling and Artworks for the creation of all device and app related artifacts, such as manuals, packaging, EULAs and support manuals as well as all software related texts.

Project management of an international software development project based on Scrum in the field of diabetes management (class I medical product) including the rollout in Europe and preparation of the rollout in other countries outside of Europe for a worldwide operating pharmaceutical company with approximately 110.000 employees; Adaptation of the business processes and optimization of the project management processes according to CAPA (21 CFR 820.100) and design controls" (21 CFR 820.30); support of the regulatory processes and admission procedures with regard to MDD 93/42/EEC; support of quality audits and ensuring the realization of findings, NCs and CARs as well as the design, definition and implementation of life cycle management during two follow-up releases and adaptation of the processes, mainly in the areas of rollout/distribution, customer support and PTC/complaint handling according to the standards DIN EN ISO 62304, DIN EN ISO 13485, DIN EN ISO 14971 and DIN EN ISO 62508.

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PROJECT MANAGEMENT, PROJECT REVIEWS AND COACHING [2/3]

Project management of the Scrum based development of a class II medical product for measurement and titration of insulins according to DIN EN ISO 13485, DIN EN ISO 14971, DIN EN ISO 62508, ISO/IEC 60601-1 and ISO/IEC 60601-1-2, including the planning and support of the rollout in several European countries for an international pharmaceutical enterprise.

Business analysis, requirements management and agile project management (APM) in the field of definition and implementation of back end processes, interface definition and link to SAP Retail, SAP CRM and other systems within the re-implementation of an online shop system at a large-scale retail business (brand leader with more than 1.200 retail stores in twelve European countries).

Implementation of project reviews, design and architectural consulting, coaching of project management (APM, Scrum, life cycle model for software as a medical product), definition of the software development, project, quality and risk management processes and documentation guidelines with regard to the standards IEC 62304 and ISO 14971 within the long-term development of several medical products, for example 3-D scanner, extra-oral scanner and software systems, for example dental CAD and articulator at a large medium-sized manufacturer of dental medical products (certified by DIN EN ISO 9001 and 13485) and with regard to the admission of the software products towards the German law of medical products (MPG).

Project coaching to design, define and implement an analytically and constructively built quality management systems as well as a test center within the PMBOK® based development of a worldwide eBusiness portal solution in the strategic after-sales retail area of a large-scale German automotive manufacturer.

Project management of the development of a production, diagnostics and configuration system (PRODIKOS) (system analysis, system design and implementation) for DaimlerChrysler AG, based on the J2EE platform; quality management including setup of a test center and test automation.

Implementation of project reviews and project management of the development of ePortal and eKiosk solutions in the context of the phasing-in rollout of the electronic health card (eGK) in Germany.

Project portfolio management and project management of several (mobile) eBusiness and CRM projects, among others for Elvia (Allianz group), B. Braun Medical, the executive management of IBM Deutschland GmbH, the board of directors of WGZ Bank and the power supplier Wesertal.

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PROJECT MANAGEMENT, PROJECT REVIEWS AND COACHING [3/3]

Project coaching for the consolidation and migration of different groupware solutions to Microsoft Exchange and delivery of trainings for approximately 3.000 employees.

Process consulting, project portfolio management and quality management of the agile development (XP) of a highly available and scalable CRM suite (eClaims), based on the J2EE platform for the global settlement of complaints, warranty claims and financial claims on behalf of partners and customers of Hewlett-Packard.

Project coaching and support of the migration of the project management methodology PMBOK® to APM as well as the initiation of Scrum at a software development company, including the implementation of follow-up reviews.

Project coaching and implementation of an agile software development method (XP) at a large medium-sized IT service industry.

Project and quality management as well as the design for the transition of IT related business processes to India, including the implementation of ITIL based service support and service delivery.

Project coaching at a number of IT service companies for adaptation of the project management processes in the field of development of software products, taking account of standards DIN EN ISO 13485, ISO/IEC 62304 und ISO/IEC 12207.

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BUSINESS PROCESS, IT MANAGEMENT AND CONSULTING

Evaluation of several cloud solutions and subsequently transition of an enterprise calculation software system to Microsoft Azure® in combination with the consulting of the license management and implementation of Microsoft Office 365 Enterprise E3 plans.

Implementation of a strategic alignment and consulting for the development of a cross channel expansion strategy in the context of internationalization and re-implementation of an online shop system at a large-scale retail business (brand leader with more than 1.200 retail stores in twelve European countries).

Restructuring of a cooperative with the aim of re-organization of the main business areas, combined with a business process re-engineering of the core business processes as well as the new implementation of a business continuity management and IT management system, the ITC systems and the (de-)centralized infrastructure.

Preparation of contract documents (cooperation, development and license agreements), support for the initiation, completion and subsequent monitoring of the cooperation of a large public body (health insurance) with a private large-scale company in the financial sector in the context of development of applications for the usage of the electronic health card.

Support in the negotiations, including contract drafting and support of the cooperation of a large medium-sized company in the medical industry (dental technology) and a software development company based in Italy and a subsidiary in Russia.

Design and implementation of an eBusiness solution for Ratiopharm GmbH to publish package inserts on the company's web site.

Optimization of the infrastructure and CRM related eBusiness processes in the context of a business process re-engineering at a large-scale telecommunications company.

Outtasking management of ITIL-compliant 24x7 infrastructure services, taking account of existing service level agreements in the context of the re-organization of the business continuity management and IT management.

Design and implementation of an outsourcing strategy for the areas of software engineering and support of an IT service company.

Extensive support of an auditing company for making a quick check on the basis of a remediation assessment according to standard IDW S 6.

Design, commissioning, SLA management and setup of an ITIL-compliant support center for the support of several XTND Mobile Connect servers as well as the rollout of approximately 2.000 mobile Clients and the performance of follow-up project reviews.

Emil-Nolde-Straße 15
89520 Heidenheim
Phone: (0 73 21) 96 66-66
Fax: (0 73 21) 96 66-25
Mobile: (01 71) 2 82 06 48
eMail: rz@ralf-zimmermann.de
Web: www.ralf-zimmermann.de

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SOFTWARE ENGINEERING

Business process analysis, design, implementation and integration of an electronic business platform for the settlement of warranty cases for a company in the automotive supplier area, based on Microsoft .NET.

Long-term development and continuous development of an application to calculate graduated prices and generate complex calculations, considering a vast amount of the latest economical business data for a large-scale enterprise in the packaging industry.

Design and implementation of an eBusiness application framework and setup of an eCommerce portal for an internet provider.

Architecture and development of a client-server application for mapping business processes on Palm OS-based mobile devices for approximately 350 field service engineers, implementing of the Europe-wide rollout, including trainings and elaboration of support, operation and security concepts.

Requirements management in the in-car-communications area, focuses: Bluetooth, wireless LAN, networking, USB, based on DOORS and under consideration of automotive SPICE.

Implementation of a worldwide used eCRM solution for sales support at a company in the manufacturing industry.

Development of two standard software products in the field of electronic business: n-sell, a Java™ based and industry across all usable online shop solution and the n-technology, a highly scalable application framework, based on Java™ and CORBA.

Both products were presented to the public at the Systems trade fair in 1998 and CeBIT trade fair in 1999.

Realization of a project management tool based on a porting of C++ to Java™ in collaboration with the PP GmbH, Ulm.

Consulting of a prototypical development of an eBusiness portal solution for monitoring of vital functions and management of health data (digital / electronic health record) of insurants of a large-scale health insurance in the implementation of a disease management program.

Consulting of a service company in the pharmaceutical industry in the development of software solutions in the areas of quality management and drug safety, taking into account standards DIN EN ISO 9001 and DIN EN ISO 13485, software development, architectural consulting and design as well as commissioning support for renowned large pharmaceutical enterprises, for example Sandoz, Ciba-Geigy, Bayer, Weleda and Novartis.

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