

Project and Reference Portfolio

STRATEGY · BUSINESS · TECHNOLOGY · TRANSFORMATION

| *Where strategy meets execution.*

SELECTED ENGAGEMENTS

Siemens · Hays · Villeroy & Boch · Weber Grill · Otto Group
ProSiebenSat.1 · Dress-for-Less · Mexx · Heine · Shopping24

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My project experience

The following references document selected engagements from more than 25 years of professional experience in transformation, digital business models, platform modernization, corporate growth and value creation. Depending on the mandate, my role spanned responsibility as program lead, transformation lead, interim executive, entrepreneur, investor or strategic advisor at the intersection of business, technology and execution.

The selection focuses on engagements of particular strategic, technological or economic relevance. A complete project overview and in-depth reference conversations are available on request.

TRANSFORMATION, PLATFORMS AND DIGITALIZATION

Siemens AG — Scaling a B2B marketplace ecosystem

Period: since 11/2023 · **Industry:** Industrial Technology · **Business model:** B2B Marketplace and Revenue Platform

SITUATION

Build-out of a global digital ecosystem for marketing software, services, IoT solutions and industrial technologies. Advancement of the B2B marketplace and direct backend integration of the marketplace platform into the ERP landscape (SAP on-prem and S/4 HANA) of a business unit as the foundation of a scalable revenue platform serving different business models, customer groups and sales channels.

ROLE

Business Technology Transformation Lead at the intersection of business, product management, enterprise architecture, solution architecture and delivery, responsible for translating complex business requirements into scalable platform, process and technology solutions.

RESPONSIBILITY AND CONTRIBUTION

- Structuring and prioritization of strategic business requirements across marketplace, revenue management, customer experience and partner business
- Translation of complex requirements into viable platform, process and architecture solutions and their implementation with international delivery teams
- Direct backend integration of the marketplace platform into the ERP landscape of a business unit (SAP on-prem and S/4 HANA), and guidance of architecture and integration decisions across CRM, CPQ, commerce, ERP and marketplace platforms
- Definition and harmonization of complex end-to-end processes along the digital value chain of customer journey, commerce, contract management, fulfillment and revenue management
- Steering of international product and delivery teams and coordination of the international stakeholder landscape

- Advancement of the operating model for marketplace and future revenue platforms

TECHNOLOGIES

Salesforce ecosystem, SAP, CPQ, CRM, marketplace platforms, revenue platforms, enterprise architecture, API integration.

OUTCOME

Substantial contribution to advancing the marketplace and to the direct backend integration of the marketplace platform into the ERP landscape. Establishment of a robust link between business strategy, processes, platform architecture and delivery as the foundation for scaling digital business models and new revenue streams.

Hays AG — Transformation of marketing and digital business models

Period: 07/2021 – 05/2023 · **Industry:** Professional Services · **Business model:** B2B and B2C talent platform

SITUATION

Several transformation programs to advance marketing, customer and platform capabilities: modernization of the marketing-automation landscape, introduction of a Salesforce-based consent management platform and development of a future digital platform business including operating model and go-to-market strategy.

ROLE

Business Technology Transformation Lead at the intersection of marketing, business, product management, enterprise architecture and IT.

RESPONSIBILITY AND CONTRIBUTION

- Analysis of global marketing, CRM and customer-journey processes across business and country organizations
- Development of a business-capability model and mapping of business processes onto the enterprise system landscape
- Target picture for the integration of marketing, customer journeys and enterprise technology
- Product owner for the introduction of a Salesforce-based consent management platform including requirements, testing and go-live support
- Analysis of digital platform models, market potential and competitors for building a future digital intermediation model
- Development of Ideal Customer Profiles, Ideal Talent Profiles, value proposition and service portfolio as the basis of the platform strategy
- Go-to-market strategy including target-group, channel and commercialization model
- Design of a digital operating model to integrate business, marketing, sales and technology

TECHNOLOGIES

Salesforce Marketing Cloud, Salesforce Lightning Platform, Consent Management, CRM, Marketing Automation, Enterprise Architecture, Business Capability Modeling.

OUTCOME

Strategic, organizational and technological foundation for modernizing the marketing-automation landscape including the introduction of a Salesforce-based consent management platform. Development of a future digital platform model with operating model and comprehensive go-to-market strategy.

Villeroy & Boch AG — Global business and platform transformation

Period: 06/2018 – 06/2019 · **Industry:** Consumer Goods · **Business model:** B2B, B2B2C and B2C Commerce

SITUATION

International business and technology transformation to digitize customer- and revenue-critical processes across the Bathroom and Tableware divisions. Introduction of an integrated Salesforce multi-cloud landscape (Commerce, Marketing, Sales, Service) and harmonization of processes, organization and technology across more than 20 international markets.

ROLE

External program lead for the global Salesforce transformation with responsibility for five international sub-programs (Commerce, Marketing, Sales, Service, Infrastructure) and the functional and organizational steering of a program organization with more than 100 internal and external contributors at peak.

RESPONSIBILITY AND CONTRIBUTION

- Support of Board, Digital Management and business units in developing a shared target picture for the digital transformation
- Program lead of five international sub-projects
- Translation of functional requirements into executable delivery, platform and process structures
- Build-up of project, governance and steering models to coordinate parallel transformation initiatives
- Analysis and structuring of the existing process, application and system landscape as the basis for the target architecture
- Steering of the roll-out of Salesforce Commerce, Marketing, Sales and Service Cloud across more than 20 markets
- Responsibility for the launch of the new global commerce platform including the first go-live in North America
- Integration of customer, commerce, CRM, service and ERP processes across Salesforce, middleware and SAP
- Support of the design of digital customer-engagement concepts including customer club
- Steering of change, testing, roll-out and transformation processes inside an international matrix organization

TECHNOLOGIES

Salesforce Commerce/Marketing/Sales/Service Cloud, Integration Middleware, SAP ERP, CMS, PIM, DAM, CRM, Enterprise Integration.

OUTCOME

Organizational, functional and technological foundations for a group-wide customer and revenue transformation. Introduction of an integrated Salesforce multi-cloud platform, successful first go-live in North America and harmonization of customer-facing processes across more than 20 international markets and several business models.

Weber Grill GmbH — European D2C business model

Period: 07/2015 – 03/2017 · **Industry:** Consumer Goods · **Business model:** B2C, D2C and B2B2C Commerce

SITUATION

Digitalization of the European business model, building a direct-to-consumer business as a strategic extension of the existing trade partner business. Modernization of processes, organization, customer interaction and system landscape and creation of new digital customer and community offers.

ROLE

Business Technology Transformation Lead at the intersection of executive management, sales, marketing, customer service, enterprise architecture, IT and international implementation partners.

RESPONSIBILITY AND CONTRIBUTION

- Development of the European digital and commerce strategy together with executive management, sales and marketing
- Design of the direct-to-consumer business model as a complement to the trade partner business
- Platform and technology evaluation, selection and steering of implementation, fulfillment and technology partners
- Introduction of Salesforce Commerce Cloud as the central commerce platform
- Build-up of a cross-channel Product Information Management model on a PIM basis to support commerce, retail and print
- Digitalization of the Grill Academy including booking, participant, partner and billing processes
- Integration of commerce, product, marketing, fulfillment, service and ERP processes
- Steering of design, implementation, test and roll-out activities across business units, international markets and external partners

TECHNOLOGIES

Salesforce Commerce Cloud, Microsoft Dynamics NAV, PIM, booking platform, CRM, fulfillment and logistics systems, enterprise integration.

OUTCOME

Build-up of a European direct-to-consumer business model including introduction of Salesforce Commerce Cloud, digitalization of the Grill Academy and development of a scalable cross-channel product data and customer experience model. Technological and organizational foundation for the international scaling of digital sales channels and new customer-facing business models.

ORSAY GmbH & Co. KG — European e-commerce transformation

Period: 07/2017 – 03/2018 · **Industry:** Fashion Retail · **Business model:** B2C Commerce

SITUATION

Modernization of the international e-commerce business through migration to Salesforce Commerce Cloud across seven European markets.

ROLE

Business Technology Transformation Lead at the intersection of e-commerce, business, IT and international implementation partners.

RESPONSIBILITY AND CONTRIBUTION

- Steering of the migration to Salesforce Commerce Cloud across seven countries
- Build-up of an integrated delivery structure combining agile and classic methods
- Steering of implementation partners including near- and offshore teams
- Integration of a headless CMS and connection of the existing mobile app
- Harmonization of commerce, loyalty, customer and SAP processes inside the future platform architecture

TECHNOLOGIES

Salesforce Commerce Cloud, Salesforce Marketing Cloud, headless CMS, SAP.

OUTCOME

Scalable international commerce platform as the basis for the further development of the European e-commerce business.

MVV Energie AG — Repositioning of sales and enterprise architecture

Period: 11/2019 – 11/2020 · **Industry:** Energy and Utilities · **Business model:** B2B and B2C energy services

SITUATION

Group-wide analysis and transformation initiative to advance sales, service and business processes across several group companies.

ROLE

Business Technology Transformation Lead at the intersection of sales, business, enterprise architecture and IT.

RESPONSIBILITY AND CONTRIBUTION

- Analysis of business models, sales organizations and value chains across several group companies
- Development of a group-wide Business Capability Model for sales and service processes
- Assessment of the existing SAP-based application landscape
- Functional and technological target architecture for future transformation initiatives
- Prioritized transformation roadmap for organization, processes and systems

TECHNOLOGIES

SAP, Enterprise Architecture Management, Business Capability Modeling, process modeling.

OUTCOME

Robust sales and target architecture as the foundation for future sales, service and digitalization initiatives across the group.

LEADERSHIP, ENTREPRENEURSHIP AND SCALING

Dress-for-Less GmbH — Scaling, integration and sale

Period: 04/2010 – 04/2012 · **Industry:** Fashion E-Commerce · **Business model:** B2C Off-Price Retail

SITUATION

Phase of strong growth, international expansion and organizational scaling. Additionally, integration of an acquired entity and preparation of the next growth phase.

ROLE

Member of the executive management with responsibility for operations, technology, business development and international business development.

RESPONSIBILITY AND CONTRIBUTION

- Responsibility for IT, project management, logistics, business development and international expansion
- Steering of the post-merger integration of an acquired entity including harmonization of processes, systems and organization
- Operation and development of an international commerce landscape with ten business models in ten European countries
- Implementation of growth and scaling initiatives including new sales concepts and business models
- Responsibility for material parts of the operational due diligence and the sale process

TECHNOLOGIES

Commerce platform, CRM, ERP, business intelligence, logistics and fulfillment systems.

OUTCOME

Significant revenue growth during a phase of international expansion and successful support of the sale to a European strategic acquirer at approximately 250 employees.

Mexx International / MexxDirect GmbH — Restructuring and scaling

Period: 03/2007 – 03/2010 · **Industry:** Fashion Retail and Consumer Goods · **Business model:** B2C Commerce, Retail and Wholesale

SITUATION

Building e-commerce into a stand-alone growth driver. Restructuring of the existing organization, modernization of the commerce platform and further development of the international customer loyalty program.

ROLE

Managing Director of MexxDirect GmbH with responsibility for the European e-commerce business and the international loyalty program.

RESPONSIBILITY AND CONTRIBUTION

- Restructuring and return to profitability of the European e-commerce business
- Build-up of a new European leadership team for e-commerce, online marketing and operations
- Development and execution of an international commerce strategy for the core markets Germany, Benelux and France
- Steering of a commerce platform migration including organizational and technological transformation
- Responsibility for the international customer loyalty program with a managed revenue volume in the mid-triple-digit million range

TECHNOLOGIES

Commerce platform, CRM, Loyalty Platforms, Business Intelligence, Digital Marketing.

OUTCOME

Scalable international commerce organization and evolution of the loyalty program into an international customer engagement platform with significant revenue volume.

Heine Versand / Otto Group — International e-commerce and loyalty business

Period: 06/2002 – 02/2007 · **Industry:** Fashion and Distance Retail · **Business model:** B2C Commerce and Multichannel Retail

SITUATION

Evolution of e-commerce from a complementary sales channel into a strategic growth driver and international expansion of digital business models.

ROLE

Member of the extended management team (Vice President) with responsibility for digital commerce, sales controlling and international loyalty programs.

RESPONSIBILITY AND CONTRIBUTION

- Development and execution of the digital growth strategy for Germany and international country organizations
- Build-up and scaling of a stand-alone e-commerce organization
- Further development of the e-commerce platform including several platform migrations
- Evolution of the customer club into an international loyalty program with a six-digit membership

TECHNOLOGIES

Commerce platform, CRM, Loyalty Platforms, Business Intelligence, Digital Marketing.

OUTCOME

Transformation of e-commerce into a strategic growth driver and significant increase of online revenue into the mid-triple-digit million range, complemented by the build-up of an international loyalty program with a six-digit membership.

Shopping24 GmbH / Otto Group — Digital partner and platform business

Period: 10/2000 – 05/2002 · **Industry:** Digital Commerce · **Business model:** B2B2C Partner Commerce and Digital Marketplace

SITUATION

Central e-commerce initiative to bundle trading, partner and commercialization activities on a shared platform and build a profitable partner business.

ROLE

Managing Director with overall responsibility for strategy, P&L, sales, partner management and corporate development.

RESPONSIBILITY AND CONTRIBUTION

- Repositioning as a scalable partner and commercialization platform inside and outside the group
- Build-up of a high-performing sales and partner management to acquire new merchants and platform partners
- Development of innovative partner remuneration models based on CPC, revenue and new-customer models
- Use of the reach of leading group companies to scale traffic, conversion and partner revenue
- Build-up of new organizational structures and steering of collaboration between business, marketing and technology

TECHNOLOGIES

Partner commerce platform, marketplace solutions, CRM, performance marketing, business intelligence.

OUTCOME

Successful transformation into a profitable platform business, build-up of a scalable partner commerce model and reaching break-even within two years.

G R O W T H , V A L U E C R E A T I O N A N D S T R A T E G Y

SevenVentures / ProSiebenSat.1 – Investment platform for digital growth companies

Period: 04/2012 – 04/2014 · **Industry:** Media, Digital Commerce and Venture Capital · **Business model:** Growth Investments and Strategic Media Investments

SITUATION

Build-up of a portfolio of high-growth digital business models with systematic identification, evaluation and scaling of digital companies as well as targeted use of media reach as a strategic growth lever.

ROLE

Managing Director reporting directly to the Board and Investment Committee. Responsible for commercial due diligence, portfolio development and value creation.

RESPONSIBILITY AND CONTRIBUTION

- Build-up and leadership of an investment unit for digital growth companies
- Development of a structured market and valuation model to identify attractive investment candidates

- Commercial due diligence analyses including assessment of business model, market potential, organization and scalability
- Development of growth and value creation strategies for potential investments
- Preparation of investment decisions and execution of strategic majority stakes

OUTCOME

Screening of several hundred companies and deeper evaluation of a two-digit portfolio of investment candidates. Build-up of a scalable investment, due diligence and valuation approach for digital growth companies.

customerIDENT GmbH — Building and sale of a retail-analytics company

Period: 04/2014 – 12/2016 · **Industry:** Retail Technology and Location Analytics · **Business model:** SaaS, Data Analytics and Retail Intelligence

SITUATION

Founding of a technology company to develop a WiFi-based retail analytics platform to analyze customer behavior, frequency and floor usage in brick-and-mortar retail.

ROLE

Co-founder and CEO with responsibility for company building, financing, sales and corporate development.

RESPONSIBILITY AND CONTRIBUTION

- Development of the business model, business plan and corporate strategy
- Acquisition of grant and growth capital and build-up of the company organization
- Development and execution of the go-to-market and sales strategy
- Acquisition of pilot and reference customers from fashion, food retail and shopping-center operations and build-up of strategic partnerships
- Preparation and successful execution of the company sale to an international technology group

TECHNOLOGIES

Microsoft Azure, WiFi Analytics, Location Intelligence, Retail Analytics, SaaS platforms.

OUTCOME

Successful build-up of a retail-analytics company from the initial business idea through to the exit to an international strategic acquirer.

myToys.de GmbH — Media-for-equity growth model

Period: 01/2015 – 03/2015 · **Industry:** E-Commerce and Consumer Business · **Business model:** B2C Commerce

SITUATION

Assessment of a Europe-wide media-for-equity model to accelerate growth, brand awareness and customer acquisition, and development of a commercially viable investment and commercialization structure together with a leading European TV group.

ROLE

Advisor to the executive management on assessment, structuring and negotiation of a strategic media-for-equity model to support future corporate growth.

RESPONSIBILITY AND CONTRIBUTION

- Development and assessment of different investment and media-for-equity models
- Support of the executive management in contract negotiations and strategic decision-making
- Development of a business case for the economic evaluation of different scenarios
- Design of a Europe-wide media and commercialization approach to accelerate growth and brand awareness

OUTCOME

Sound decision basis for a strategic media-for-equity initiative and structuring of a complex investment and commercialization model.

Alpina Partners — Commercial due diligence and red-flag analysis

Period: 03/2015 – 06/2015 · **Industry:** Semiconductor Manufacturing and Industrial Technology ·

Business model: B2B and B2C Digital Commerce

ROLE

Business Technology Transformation Lead inside a commercial due diligence at the intersection of investor, management and technology organization.

RESPONSIBILITY AND CONTRIBUTION

- Analysis of marketing, sales, e-commerce and business processes
- Assessment of existing CRM, commerce and technology platforms with regard to scalability and future readiness
- Analysis of organizational and technological risks along the digital value chain
- Preparation of a Digital Red-Flag report on critical action items

OUTCOME

Identification of value creation and transformation potentials, a solid decision basis for the investment decision and a digital and transformation roadmap for the post-merger phase.

Bernina International AG — International platform and transformation strategy

Period: 09/2017 – 06/2018 · **Industry:** Manufacturing and Consumer Products · **Business model:** B2B, B2C and Partner Commerce

ROLE

Business Technology Transformation Lead at the intersection of executive management, international country organizations, e-commerce, marketing and IT.

RESPONSIBILITY AND CONTRIBUTION

- International analysis of markets, country organizations, business models and digitalization requirements
- Development of a global digital and e-commerce strategy for the core brands
- Analysis of existing organization, process and system landscapes and development of a future operating model

- Development of an international platform strategy including target architecture, business case and RFP basis
- Definition of future integration, ERP and platform requirements to support the international transformation

OUTCOME

Strategic and technological foundation for an international platform transformation and establishment of a target picture for organization, processes and system landscape across several international markets.