# Profile: Tonio Grawe

**Advicio**®
**Your Business Engineer**

Tonio Grawe is an optimist. He likes to build motivated teams and lead in challenging environments. Before acting he listens, thinks, understands, and makes conclusions. Outstanding interpersonal, negotiation, and communication skills help building a trustful relationship with stakeholders and team. He believes that only followers make a leader, and he is used to lead without power from the hierarchy. With 25+ years' experience in IT and organizational change Tonio knows about surprises. He is prepared for the unexpected. Complexity thinking is his passion. Tonio knows about the obstacles of organizational change. He considers himself a facilitator for successful teams and sustainable change.

## Field of Activity

- Program management
- Project management
- Business analysis
- Interim management
- Change Management

## Subject Area

- Software Development
- IT Management
- Process engineering
- Organizational development
- Organizational change (Carve-in, -out, M&A)

## Personal Details

- Born 1970, married, 4 children
- Professional experience in IT since 1995 (26 years)
- Self-employed since 2003

## Education

- MSc Electrical Engineering / IT (Diplom-Ingenieur Elektrotechnik, Schwerpunkt Informationstechnik, TU München, 1995)
- PMP® (Project Management Professional, 2008)
- ITIL v3, practical experience with ITIL since v1 in 1999
- CSPO (Certified Scrum Product Owner, 2011)
- Business Coach (2012)
- PRINCE2 Foundation (2014)

## Skills, Methods

- Agile Leadership Practices: Management 3.0 licensed trainer (2012)
- Project management, PMI (since 2002)
- IT service management, ITIL (since 1999)
- Scrum, agile project management
- Process modeling
- Service-oriented architectures (SOA)
- Requirements engineering

## Experiences

- Working in international corporations
- Leading of multinational and intercultural project teams
- Development and specification of IT services
- Due diligence in IT
- Development of IT and software architectures
- IT service portal, service integration

## Languages

- German (native)
- English (business fluent)

## Memberships

- Project Management Institute (PMI), Munich Chapter
- Verband Deutscher Ingenieure (VDI)
- Bund der Freunde der TU München
- Scrum Alliance

## Contact Details

Advicio Ingenieurbüro Tonio Grawe

Am Graspoint 15
83026 Rosenheim
Germany

Mobile **+49-170-2902661**

Email **tonio.grawe@advicio.com**

Web **advicio.com**

# Projects

The list of projects is an extraction.

| Project | Details |
| --- | --- |
| **Competitive Improvement**<br><br>10/2019 – 09/2020 | Reduction/Elimination of the competitiveness deficiency for ATC Radars for non-core elements and deliveries and services after FAT.<br>*Role:* Business Analyst<br>*Customer:* Radar manufacturer |
| **Interim Head of IT**<br><br>10/2018 – 06/2019 | Leadership of the IT department with 12 people across 3 locations. The IT was in a challenging situation and the objective was to bring it back on track. Organizational measures and ITIL processes have been implemented, SAP S/4 outsourced, Microsoft 365 introduced, technology stack updated.<br>*Role:* Head of IT (Interim)<br>*Customer:* Prüftechnik AG |
| **Procurement Organization**<br><br>08/2017 – 04-2018 | Globalization of procurement organization to globally bundle the purchasing power and to leverage efficiency. Analysis of as-is processes, develop harmonized to-be process model, change organizational setup, establish global leadership team, analyze as-is tool landscape, requirements engineering for to-be procurement application.<br>*Role:* Business Analyst<br>*Customer:* Dematic (Anlagenbau) |
| **IT Carve-out**<br><br>04/2016 – 08/2016 | The company Trilux Medical was sold to an American investor. Following this transaction, the project's objective was to separate the IT infrastructure and applications from that of the previous parent company (IT carve-out), and to establish a local key user community and a local IT service organization.<br>*Role:* Project Manager (Product Owner)<br>*Customer:* Trilux Medical<br>*Methods & tools:* SAP, Siemens NX, WAN, LAN, ITIL Service Desk, cloud hosting, mobile services, Agile |
| **Therapeutical Processes**<br><br>09/2015 – 04/2016 | With this project a hospital operator with ~40 clinics develops a task-based application to manage the therapeutical processes. The application in development provides billing-related data to SAP.<br>*Role:* Business Analyst, responsible for requirements engineering, concepts, designs of SAP interfaces.<br>*Customer:* Allgemeine Hospital Gesellschaft (AHG)<br>*Methods & tools:* Scrum, Atlassian Confluence, Jira, Hipchat, Bitbucket, Taiga |
| **Program Management for Application Separation**<br><br>07/2014 – 06/2015 | Within the carve-out of Sivantos from Siemens: Lead program with 30+ projects to make the application landscape stand-alone ready: retire obsolete applications, rollout replacements for Siemens applications, data retention of ERP systems (SAP, Infor LN and others), harmonize application landscape and reduce number of applications.<br>*Role:* Program Manager, Project Manager<br>*Customer:* Siemens / Sivantos<br>*Methods & tools:* Sharepoint, Agile |

| Project | Details |
| --- | --- |
| **Startup Business Plan (ChannelBooster)**<br><br>02/2014 – 05/2014 | Develop business plan and finance plan for a startup company (software as a service); coaching of founders; implement agile development processes<br><br>*Role:* Business analyst<br><br>*Customer:* ChannelBooster (startup)<br><br>*Methods & tools:* Business Model Canvas, Scrum |
| **Integration Turkey**<br><br>05/2013 – 02/2014 | Roll-out the standard ERP application to the newly acquired Turkish subsidiary of the customer, harmonize processes in production and service, implement new business functions, change from Turkish GAAP to IFRS; requirements engineering and implementation of Turkish legal requirements in the global ERP system; roll-out IT infrastructure<br><br>*Role:* Project manager (full responsibility); project team with 50+ heads located in Turkey (Istanbul), Singapore and Germany.<br><br>*Customer:* Heathcare industry<br><br>*Methods & tools:* Infor LN, Logo, rolling wave planning, change management "culture hacking", Sharepoint for project collaboration |
| **ERP Roll-out Italy**<br><br>09/2012 – 06/2013 | Replacement of the outdated JD Edwards ERP system with new ERP system Infor LN (which is already in use in the group); apply one logistic company approach; re-engineer comprehensive application interface to one key account; project was put on hold after fit gap analysis for political reasons<br><br>*Role:* Project manager (full responsibility); project team with 60+ heads located in Italy (Milano), Singapore and Germany.<br><br>*Customer:* Heathcare industry<br><br>*Methods & tools:* Infor LN, JD Edwards, Informatica, Sharepoint for project collaboration |
| **CMDB Implementation**<br><br>09/2010 – 05/2011 | Implementation of a Configuration Management Database (CMDB) according to ITIL; implementation based on Sharepoint; initial gathering of data; adapt change management process; user training as part of ITIL Foundation training.<br><br>*Role:* Project lead for a small team<br><br>*Customer:* Healthcare industry, IT department<br><br>*Methods & tools:* ITIL, MS Sharepoint |
| **CRM Roll-out Poznan**<br><br>05/2011 – 07/2011 | Roll-out the standard CRM application, which is an in-house development (based on MS .net) to the Polish subsidiary of the customer; fit gap analysis; harmonize processes in sales and marketing; data migration; user training.<br><br>*Role:* Project Lead, Process Analyst<br><br>*Customer:* Healthcare industry<br><br>*Methods & tools:* BPR |
| **Introduction of Project Management Methodology**<br><br>02/2011 – 09/2011 | Documentation of a project management process (which is based on PMI), setup Sharepoint site as project controlling tool, train and coach project managers<br><br>*Role:* Coach, Trainer<br><br>*Customer:* Healthcare industry<br><br>*Methods & tools:* PMI "Project Management Body of Knowledge"; PRINCE2 and other project management best practices; Sharepoint |

| Project | Details |
|---|---|
| **Complaint Handling**<br><br>12/2010 – 09/2011 | Replacement of an internally developed complaint handling tool with a standard software; process analysis; requirements engineering; RFQ and vendor selection; implementation, roll-out for global use, user training.<br>*Role:* Process analyst, project manager<br>*Customer:* Healthcare industry<br>*Methods & tools:* Balsamiq Mockups, CCHS, Everest |
| **BU Carve-out**<br><br>10/2009 – 06/2010 | Prepare data room for the due diligence of a 2 billion € transaction; setup project org and plan for the IT carve-out; this project was stopped because the selling party changed its plans<br>*Role:* PMO, coordinator, analyst<br>*Customer:* Fortune 500 company<br>*Methods & tools:* MS Office (incl. Project) |
| **Carve-in (Milano)**<br><br>02/2009 – 09/2009 | Project owner has acquired a production and service department and uses this as a base to build up a subsidiary in Italy; create new business functions such as accounting, sales, HR; hire people; implement IT infrastructure; implement JD Edwards ERP system; implement application interfaces to key customer; implement corporate policies and controlling.<br>*Role:* Project manager, responsible for project execution<br>*Customer:* Healthcare industry<br>*Methods & tools:* JD Edwards, IBM Websphere, Lansa |
| **CRM/Channel Management**<br><br>11/2008 – 02/2009 | Re-engineering the processes and tools for indirect B2B sales; specification for a web-based application<br>*Role:* Business analyst<br>*Customer:* Manufacturer of printers and copy machines<br>*Methods & tools:* BPR, requirements engineering, Balsamiq Mockups, ConSol CM, SAP |
| **IT Service Catalog**<br><br>11/2008 | Development of IT service catalog for an IT service provider of a franchise group<br>*Role:* Coach, trainer<br>*Customer:* Retail<br>*Methods & tools:* Advicio Serice Workbench, SVN |
| **Compliance**<br><br>01/2008 – 10/2008 | Implementation of an internal control system in a business unit (the business unit is a group of 22 companies worldwide)<br>*Role:* PMO, coordinator<br>*Customer:* Fortune 500 company<br>*Methods & tools:* SOX |
| **Product portfolio**<br><br>12/2007 – 02/2009 | Definition of business strategy and product portfolio.<br>*Role:* Strategy consultant<br>*Customer:* Software company with 150+ employees<br>*Methods & tools:* portfolio analysis; requirements engineering; MRD, PRD, GUI scribble |
| **PLM data architecture**<br><br>09/2007 – 11/2007 | Development of a data architecture as basis for the integration of ERP and CPD within initiative to consolidate several SAP instances<br>*Role:* Data architect (interim)<br>*Customer:* Plant engineering industry<br>*Methods & tools:* Aris, ER-Studio, SAP, Teamcenter |

| Project | Details |
|---|---|
| **Due Diligence**<br><br>12/2006 – 09/2007 | Financial and technical evaluation of an IT organization in preparation of outsourcing<br>*Role:* PMO, coordinator<br>*Customer:* Fortune 500 company<br>*Methods & tools:* SAP, Livelink |
| **IT Transition**<br><br>07/2006 – 10/2006 | Development of templates for Service Operation Handbooks (SOHB); coordinating the process of creating SOHBs; co-ordinating transition of IT operations to outsourcer<br>*Role:* Sub-project leader<br>*Customer:* Fortune 500 company<br>*Methods & tools:* Remedy, SAP, own tools |
| **Service catalog & sourcing (Zürich)**<br><br>09/2005 – 06/2006 | Development of service catalog for the IT organization of an insurance company; development of sourcing strategy; supporting RFP process<br>*Role:* Project coordinator<br>*Customer:* Fortune 500 company<br>*Methods & tools:* Remedy, SAP, own tools |

## Previous Employments

Before founding the company Advicio Tonio worked as:

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| 2000 – 2002 | Channel manager at ICS Software GmbH |
| 1998 – 2000 | Managing director (Geschäftsführer) of IT Research GmbH |
| 1995 – 2000 | Editor in chief of "IT Management" magazine |



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