Curriculum Vitae

Name: Christoph F. Strnadl

Academics: Dipl.-Ing. (M.Sc., honors)

Dr. techn. (Ph.D., summa cum laude)

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Date of Birth 2 October 1966 (Horn, NÖ)

Nationality Austria

Matrimonial status married since 1994

Children Katharina (born Nov. 1996), Peter (born May 1999)

Current Employer Software AG Österreich

Position Chief IT Architect

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1	Chro	nology	2
		Experience	
	2.1	Professional positions	
	2.2	Consultant for Communications & IT (1988 – 1994)	
	2.3	Academic Lecturer and Teaching Positions	
3	Techi	nical Qualifications	
		ial & current qualifications within ICT	
	-	ral & integrative qualifications	
	5.1	Project management experience	
	5.2	Leadership and people management responsibilities	
	5.3	Presentation skills	
	5.4	Complex Sales Training	
	5.5	Coaching education	
	5.6	Professional activities	
6	Other	Qualifications	
	6.1	Driving License	
	6.2	Languages	
	6.3	Knowledge of the Laws	
	6.4	Expert witness ("Sachverständiger")	
7	Perso	onal interests	

1 Chronology

2. Oct. 1966	born in Horn/N.Ö., Austria
1976 – 1984	Secondary education in Perchtoldsdorf, NÖ Final exam ("Matura") with Honors
1984 – 1985	Military service in a Reserve Officer Training Camp (1 year service) Discharge as Lieutenant
1985 – 1990	Study of Technical Physics at Technical University Vienna
July 1987	1 st Diploma Exam with Honors (weighted grade average: lectures 1.00, labs 1.27)
Oct. 1990	Masters Thesis approved with grade ,A' ("Sehr Gut")
Jan. 1991	2 nd Diploma Exam with Honors (weighted grade average: lectures 1.24, labs 1.14) Graduation as "Diplomingenieur" (= M. Sc.)
Feb. 1991 – July 1994	Assistant – Institute for Theoretical Physics, TU Wien
Oct. 1993	Approbation of Ph.D. thesis with grade ,A' ("Sehr Gut")
Nov. 1993	Ph.D. exam (grade average: 1.00)
Dec. 1993	Graduation as Ph.D. ("Doctor of the technical sciences", Dr. techn.) Summa cum Laude
July 1994 - March 2005	ATOS ORIGIN Information Technology GmbH
Jan. 1997	Power of attorney ("Handlungsvollmacht"), Sec. 54 Par. 1 of the commercial codex (HGB)
	Member of the Management Team of Atos Origin
2000 – 2005	Member of the <i>Management Team</i> of Atos Origin Principal Management Consultant
2000 – 2005 2002 – 2003	-
	Principal Management Consultant
2002 – 2003	Principal Management Consultant Postgraduate Study Management Science

2 Work Experience

2.1 Professional positions

Description Duration

Chief IT Architect (Software AG Austria)

since 04/05

Responsible for the design and implementation of Software AG's high level and strategic solutions, products, and projects in the area of

- business process management (BPM)
- information management and enterprise information integration
- service-oriented architecture (SOA)

Engaged throughout the whole sales and delivery process (marketing, presales, and project management).

Member of several corporate-wide and international task forces of Software AG (SOA Deployment Task Force, BPM Methodology Task Force).

Accomplishments

- established Software AG (Austria) as thought leader in the area of BPM and SOA in Austria
- introduction of the CROSSVISION product line of Software AG (worldwide) which has been rated "Best Strategic SOA Solution" by Forrester in 2006
- generation of several client leads and opportunities in previously uncovered solution domains
- management or significant contributions in several domain-specific client projects earn highest praise and unanimous acclamation by clients (both, client project team and client managers)
- successful support of marketing activities through press articles, public appearances, and white papers.

Principal Management Consultant (Atos Origin)

04/01 - 03/05

Responsible for the (new) establishment and all activities of the following consulting domains

interrupted by the Zumtobel out-sourcing assign-

- Information Management and Strategy
 - IT strategy
 - IT and business alignment
 - value of IT
 - economic justification of IT including benchmarking and TCO
 - IT investment appraisal
- Strategic IT Sourcing
 - evaluation of the principal sourcing alternatives
 - supplier evaluation and rankings

ment

- contract negotiation and service level agreements
- contract implementation and execution
- IT governance and IT service processes (including ITIL)

As consultant crucially involved in all phases of consulting engagements and projects starting with the marketing and pre-sales phase, drafting and presenting proposals to clients, actual project delivery through long lasting and strategic client engagements and subsequent identification of follow-up opportunities.

Accomplishments

- extension of consulting engagements to new and previously uncovered industry segments (e.g., utilities, retail, financial services, government)
- □ leveraging existing client relationships to higher value-add (consulting) services including and focusing on the top and executive management level
- establishment of Atos Origin as Austrian thought leader in the domain of strategic IT consulting (e.g., through the IT Alignment Study 2003)
- development of a broad and original portfolio of consulting methodology heavily oriented and tested towards applicability in actual projects which significantly increased the efficiency and effectiveness of Atos Origin consultants
- design and delivery of targeted short seminars and workshops constituting risk-free (and affordable) "entry products" demonstrating Atos Origin's consulting approach
- □ successful support of Atos Origin marketing activities through *White Papers* and over 50 national and international public appearances and presentations covering current topics in IT; the talks scored "best presentation of the whole event" in more than 60% of all evaluated cases.

Global Project Manager – Zumtobel IT Infrastructure Outsourcing

08/03 - 04/04

- □ management of the largest and most complex international Austrian IT infrastructure outsourcing deal ever (approx. 5.000 desktops, 15 countries, take-over of all IT assets and ca. 60 IT personnel)
- □ core project team comprised 16 people; at large approx.100–150 people contributed to the overall project
- project design, planning, management, communication, marketing, and discontinuity and exception management
- □ leading negotiation for Atos Origin

Accomplishments

- signing of the overall nearly 100 MEUR outsourcing contract in recordbreaking 5 months after commencement of due diligence. Client has been able to reap financial benefits (at the level of MEUR) significantly earlier than comparable projects
- consistent and pro-active client management turned Zumtobel already during the Transition Project into a reference customer for Atos Origin

Chief Technical Officer & Managing Consultant

03/99 - 03/01

- Manager of the group *Projects & Consulting*
 - scope: bid support, project management, and ICT consulting
 - responsible for the initial establishment of the group (6–8 consultants)
 - general responsibility for the project portfolio
 - management of strategic assignments
 - accountable for Atos Origin's consulting approach

Accomplishments

- successful local adoption of Atos Origin's international consulting approach
- definition and continuous enhancement of Atos Origin's E-Commerce Framework
- successful acquisition and management of strategic engagements

Service Practice Manager Operational Infrastructure Solutions

11/96 - 02/99

Accountability for revenues, costs, and profit for all activities of Atos Origin in the areas of

- wide area connectivity (WAN)
- local area connectivity (LAN)
- customer voice networks (telephony, switch-board services)
- electronic data interchange (EDI)
- Intranet/Internet Solutions
- Mainframe Services

revenues: approx. 9.5 MEUR	
implementation and development of the service	portfolio

The Service Practice Manager acts as mediator between Account Management (responsible for sales and marketing) and Technical Infrastructure Services (effective service delivery). He reports directly to the 1st level management; his activities include

- creation and maintenance of the Business Plan and Quality Plan
- implementation of Service Level Agreements
- management of strategic projects

Accomplishments

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	exceeded budgeted revenues (20% – 40%)
	exceeded budgeted profit level (25%-100%)
	development of the <i>Local Area Networking</i> practice, including definition
	and implementation of a strategic supplier partnership
	improvement of customer satisfaction in the area of EDI
	implementation of a Campus Area Network concept for a large client de-
	spite heterogeneous demand and complex financial and organizational
	constraints

Technical Manager Screen Phone Services

10/95 - 10/96

- design and realization of a Screen Phone Services Cal ICenter (European pilot)
- management of all necessary activities (human and technical resources)
 within a dedicated cost center
- project budget: 14 MATS

Accomplishments

- ☐ realization of the project plan and project budget
- ☐ mastering of a complex pilot situation combined with a fairly aggressive project plan

Project Manager, Consultant and System-Administrator for *Value Added Network Services*

07/94 - 11/95

- Internet
- Computer Supported Collaborative Work and Groupware
- electronic data interchange (EDI)
- screen telephony

Accomplishments

- recognized development and dissemination of technical expertise
- stabilization and further development of the technical infrastructure
- contributions to international (project) groups

Personal Accomplishments and Rewards

My exceptional performance and consistent above-average track record has been recognized multiple times both, on a national and on an international level. This continuous monitoring would place me within the top 1% internationally and has also led to my participation in management development programs.

Year	Measure / Program	Granularity	Ranking (top percent)
1997	National Management Development	5 of 200	2,5%
1998	Top 45 ORIGIN Employees World Wide	45 of 16.000	0,3%
2002	Global Organizational Leadership Development Program	150 of 28.000	0.5%
2006	Member of Software AG's very first High Potential Program	24 of 2.800	0.8%

2.2 Consultant for Communications & IT (1988 – 1994)

Self-employed consultant for communications and information technology besides my academic study with focus on software design and programming, and system administration.

Activities	Focus
PC-, UNIX- & interface programming	
	Domains ■ asynchronous communications ■ EDI solutions (design & implementation of a converter) ■ integration of telephony fax, PC and host/3270 technology
UNIX system- and network administration	Scope ■ ca. 20 workstations and 40 PC clients
	Domains ■ networking (LAN, WAN, Internet) ■ user and printer administration ■ HW/SW installation and upgrades

2.3 Academic Lecturer and Teaching Positions

Based on my ample experience and excellent communication skills I have been invited by several academic and post-graduate education facilities and universities to support their individual curricula with relevant lectures.

Name	Time	Institute	Remarks
Lecturer	2006 –	Donau University Krems	Process-driven ArchitectureIT Outsourcing
Lecturer	2002 – 2006	FH Technikum Wien	Strategic IT ManagementIT OutsourcingProcess-driven Architecture
Lecturer	2004	MCI Innsbruck	IT Outsourcing
Lecturer	1994 – 1999	Institute for Theoretical Physics, TU Wien	Lecture Symbolic Mathematics in Theoretical Physics
Tutor	1991 – 1994	Institute for Theoretical Physics, TU Wien	FORTRAN computer class (Under Graduates)
Tutor	1989 – 1990	Institute for General Physics, TU Wien	Labs for under graduates

3 Technical Qualifications

During the course of my professional activities I have gained expert knowledge, skills, and experience in the following technical domains.

Domain	Expertise
Business Process Management (BPM)	 Business Process Management as a continuous process of analyzing, designing, modeling, implementing, enacting, and managing business processes in organizations Business Process Management Systems (BPMS) and workflow management systems (WfMS) — in the sense of so-called "process engines" which take a process definition and enact or instantiate a real "life" process. Consulting and implementation project management in both technical domains
	 Member of relevant international standardization groups OMG BMI DTF¹ OASIS ebXML TC² BPMG³ Member of relevant Software AG Corporate Strategy Groups BPM Deployment Methodology Group
Enterprise (IT) Architecture and Governance	 IT architecture models TOGAF, Zachmann, Software AG's Enterprise Architecture Model, and Process-driven Architecture (PDA)
(IT) Service Management	 applying methods of <i>Service Science</i> to bridge the gap between business and IT and to allow better IT governance and IT management <i>Service Science</i> regards a "Service" as the fundamental unit of exchange between two entities, or (in a more formal way): A <i>service</i> is a change in the condition of a person or a good belonging to some economic entity, brought about as the result of the activity of some other economic entity, with the approval of the first person or economic entity Chesbrough and Spohrer (2006) A <i>service</i> is a provider-client interaction that creates and captures value.

¹ Object Management Group: Business Modeling and Integration Domain Task Force (www.omg.org)

8 of 16

² Organization for the Advancement of Structured Information Standards: Electronic Business with XML Technical Committee (www.oasis-open.org)

Business Process Management Group (www.bpmg.org)

⁴ originally developed by Dr. Strnadl

- Within the IT domain several standards such as ITIL, CMM, CobiT, service-oriented architectures (SOA) and "Web Services", and IT Governance as "Business Services Management" put renewed emphasis on "services" as a fundamental artifact of the mutual discourse. Dr. Strnadl is successfully integrating the various approaches into a consistent and holistic paradigm for shaping and managing the corporate IT function of complex organizations.
- Dr. Strnadl also complements this "Service Science" view by (i) a very strong expertise on relevant sections of the Laws, notably the Laws of Contract and Tort with special focus on continuous "service contracts", and (ii) knowledge of relevant IT managerial tools such as CMDB⁵, MDM⁶ or SOA Repositories/Registries.

Service-Oriented Architecture (SOA)

- design, motivation (read: ROI⁷), project management and organizational change management regarding the introduction and switch from current architecture patterns to an SOAbased paradigm
- Member of relevant international standardization groups
 - OASIS ebXML TC⁸
- Member of relevant Software AG Corporate Strategy Groups
 - SOA Reference Architecture Group

Software development

high level programming languages

C, FORTRAN, APL, Perl, Java

■ low level programming languages

80x86 Assembler, 680x Assembler, HTML

4G and symbolic languages

Prolog, Mathematica

System administration

operating systems

DOS, Windows, UNIX, Linux

hardware:

Intel, Workstation-Class

Networking & communications technologies

■ LAN

structure cabling system, Ethernet (CSMA/CD), ATM, GbE, TCP/IP

■ WAN and Internet

physical configuration, Internet & router configuration

network management

⁵ Configuration Management Database

⁶ Master Data Management

⁷ return of investment (calculations)

⁸ Organization for the Advancement of Structured Information Standards: Electronic Business with XML Technical Committee (www.oasis-open.org)

SNMP, RMON, queuing theory			
Call center & screen phone technologies	 design and implementation of the first European technical Screen Phone Services Call Center pilot technologies: IVR, ADSI, Caller-ID, smartcards 		
Smart cards	 project manager regarding integration of a smart card solution in screen phone services management of all typical smart card project phases including personalization, key management etc. 		
Electronic Data Interchange (EDI)	 design, implementation, and maintenance of a professional EDI converter software management of VAN⁹ connectivity 		

4 Special & current qualifications within ICT¹⁰

As consultant I have been developing several original consulting approaches, methods, and models together with colleagues since 1998. All mentioned methods have been successfully implemented in real-life client engagements. Additionally, due to their novelty and positive results all models have been published or presented to the general public.

domain	model / method
IT analysis	 IT maturity model (ITMM) Information Systems Health Check Information Systems Process Check
IT strategy	 IT Driver Model executive level model to determine the strategic alignment of IT within an enterprise
	 IT scorecard / IT strategy map transformation of the classical (Kaplan & Norton) balanced scorecard to the IT function / IT domain
IT alignment	 IT Alignment Study 2003 original design and conducting of an study determining the level of alignment between IT strategy and business strategy at Austrian Top 500 companies presentation of results during Austrian largest IT event (Exponet 2003) as keynote speech with several press articles

 $^{^9}$ Value Added Network(s) 10 Information & Communication Technologies. The ,C $^\circ$ acknowledges the exponentially increasing importance of Internet technologies.

■ Process-driven Integration Study 2006

• design, development, and evaluation of a study determining the level of process-integration of enterprises and companies including information integration and aspects of service-oriented architecture (SOA)

IT outsourcing

■ integrative outsourcing model

- integration of transaction cost economics, principal-agent theory, resource-based and resource-dependent theory into a coherent consulting approach enabling enterprises to develop a differentiated answer to the notorious question "What should I (sensibly) outsource").
- evaluation of outsourcing option including service providers
 - first time application of AHP¹¹ to the evaluation of IT outsourcing providers

IT investments

■ Triple A model for IT investment appraisal

- introduction of cause-effects chains into the evaluation
- development of a evolutive and iterative evaluation process

■ integration of modern evaluation models

- fuzzy logic methods
- AHP (Analytic Hierarchy Process)
- Real options (as extension to "classic" DCF¹² models)

Enterprise IT architecture

■ Process-driven Architecture (PDA) Model

- The PDA model attempts to reduce the business / IT divide by identifying the minimum number of structurally and technology different domains which organizations have to master in order to bridge the gap between business processes and the IT function
- The PDA has been successfully used to support the introduction of Business Process Management Systems (BPMS), serviceoriented architecture (SOA), enterprise information integration (EII), or IT governance projects in large or complex organizations.

Service-oriented **Architecture**

■ E-Government Reference Architecture

- original development, refinement, and implementation of a domain-based E-Government Reference Architecture which recognizes elements of an SOA in parallel with the highly federated governance model of the Republic of Austria (read: 9 different countries, three levels of Federal Agencies: Government - Federal Countries - Municipalities)
- application of the E-Gov Reference Architecture to complex and cross-functional process integration problems within the Austrian Government or Authoritieis

Analytic Hierarchy Processdiscounted cash flow

5 General & integrative qualifications

5.1 Project management experience

Project management methodology: PMA¹³ / IPMA¹⁴

Experience as fully responsible and accountable project manager or program manager for the successful accomplishments of projects in the following areas:

Project type	scope	volume
		(kEUR)
Technical integration projects	man years	30 – 250
■ integration of applications and networks: EDI	•	
■ IT infrastructure (e.g., disaster prevention projects)		
- 11 mmass assure (eig., albasis) provention projects)		
IT infrastructure projects	man years	50 – 2.500
network (LAN, WAN, Internet) projects		
large scale client lifecycle- and rollout projects		
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Advanced technology projects	man years	100 – 2.000
■ IVR / Screen Phone Services		
■ Smartcard Integration		
■ Multimedia		
Outsourcing projects	man years	up to
■ from selective to total IT outsourcing	·	100 MEUR ¹⁵

- from selective to total IT outsourcing
 - desktop outsourcing (250 5.000 PCs)
 - ERP outsourcing
 - network outsourcing
- geographies
 - national and international
- project types
 - RFI/RFP/proposal projects
 - due diligence- & contract negotiation projects
 - transition and implementation projects
- special topics
 - staff transfer
 - contract design and negotiation strategy
 - management of international projects

¹³ Projekt Management Austria
14 International Project Management Association
15 total contract value

5.2 Leadership and people management responsibilities

as CTO and Managing Consultant leader of the departments *Projects & Consulting*, as *Service Practice Manager*, and in the role as *Technical Manager* of the department *Screen Phone Services*

reach ■ 3 – 10 direct reports

■ 6 – 10 indirect reports

financial management ■ budgeting

cost accounting

■ international reporting

Human Resources Management ■ recruitment

regular employee appraisals and feedback sessions

■ management and continuous education of

■ employees

Special measurements as manager

- introduction of a "boss appraisal" (i.e., employees rate and evaluate their manager)
- implementation of marginal cost accounting to be used for project pricing and costing
- design and implementation of key performance indicator based controlling of the consulting service practices

5.3 Presentation skills

Over 100 presentations, talks, seminars, or workshops at national and international conferences covering current topics in IT. At more than 60% of evaluated presentations the audience has ranked the performance as "best speaker", amongst others conferences of IDC, Future Network, Euroforum, LSZ, or CMG.

Target audiences

- general management
- executive (C-level) management and 2nd level management
- internal audiences (*Townhall Meetings*, motivational or internal workshops)
- university courses

Domains

- general information and introductions
- educational or post-graduate domain (e.g., lector at the universities FH Technikum Wien, MCI Innsbruck, Donau University)
- special workshops and seminars (e.g., "How do I conceive an IT strategy")

5.4 Complex Sales Training

Several training as Sales Professional in *Strategic Selling* and *Complex Sales* processes. Consistent application of the received methodologies in complex sales processes. Due to the demonstrable success of my skills in this area I have been invited several times to act as an **internal trainer** translating *Strategic Selling* methodologies into concrete actions for our products and services.

Methodologies

- Strategic Selling (Robert B. Miller and Stephen E. Heiman)
- Power Base Selling (Jim Holden)
- Controlling the Complex Sale (Rick Page)

5.5 Coaching education

2001 – 2002 Coaching education: Systems Thinking approach / Heidelberg

Various experiences as coach and moderator of small or large groups

- as consultant during the course of various and numerous workshops
- as conference / presentation chair
- as chair of IEEE entities (IEEE Austria Section, IEEE Joint MTT/COM Austria Chapter)

5.6 Professional activities

- □ **ACM** (Association for Computing Machinery)
 - frequent author for Computing Reviews (www.reviews.com) over 30 published reviews
 - Member of the Reviewer Advisory Board
- □ **IEEE** (The Institute of Electrical and Electronics Engineers, Inc.)
 - Past Chair of the Executive Committees of the IEEE Austria Section (ca. 800 members)
 - IEEE Computer Society
 - IEEE Engineering Management Society
 - IEEE Systems, Man, and Cybernetics Society
- □ ÖVO Austrian Association for Organization and Management
 - member of the Executive Committee
 - member of the international steering committee of www.org-portal.org (SGO, GfO, ÖVO)
- □ ÖCG Austrian Computer Society ("Österreichische Computer Gesellschaft")
 - member of Working Group "IT Services Contracts"
- ☐ **Computer Measurements Group** Austria/Eastern Europe (CMG-AE)
 - Auditor/Controller ("Rechnungsprüfer")
- □ Reviewer / Referee (peer-review process)
 - *IEEE* Computer Magazine (**Senior Reviewer**)
 - *IEEE Software* Magazine
 - Information Systems Management

☐ **Book Reviewer** for *IEEE MultiMedia* Magazine with several publications

□ Contributor to social networks

■ www.bpm-guide.de: BPM, SOA, IT strategy, IT Service Management

www.xing.de:BPM, SOA, IT Service Managementwww.soaworks.com:SOA, IT and SOA Governance

6 Other Qualifications

6.1 Driving License

Driving license B (cars) - More than 20 years accident free driving experience

6.2 Languages

German mother tongue

English fluent both written and oral

excellent at presentations, negotiations, and contracting including legal lan-

guage (common law and civil law)

French beginner's knowledge

6.3 Knowledge of the Laws

Since 2004 study of the Laws at the University of Vienna.

Focus areas:

- Contract law with a dedicated focus on IT service contracts and service level agreements
- general and particular law of obligations ("Schuldrecht")
- tort law ("Schadenersatzrecht")
- law of not-for-profit associations ("Vereinsrecht") including financial provisions in the "not for profit" area ("Gemeinnützigkeit") according to §§ 34ff BAO

Practical experiences

- Leading negotiator for Atos Origin (Austria) for outsourcing negotiations and Software AG (Austria) for software maintenance, license, and distributor contracts
- internal legal counsel for Atos Origin (Austria) and Software AG (Austria)
- legal counsel for the *European Philosophy of Science Association* (EPSA) and consulting during the official foundation process (including drafting of the English and German Constitution)

Other activities

- member of the OCG task force "IT service contracts" (the only non-legal expert member of the task force)
- together with the other members of the taskforce **contributing editor** of the book "Outsourcing Contracts" (*forthcoming 2007/08*)

6.4 Expert witness ("Sachverständiger")

Since 2006 education as "general sworn-in and court certified expert witness" according to § 4 SDG. Certification planned for the groups

■ 68 — Information technology and processes

68.50 - Programming Digital Software

68.65 - Network applications and distributed systems

68.75 - Electronic communications and Internet Applications

Official examination and certification planned for 2007.

Practical experiences

- Assessment of the largest public IT tender in Austria (2006) concerning the implementation of a process-driven SOA in a Ministry
- Mediation of software project dispute

7 Personal interests

■ **Karate:** Since 1985 regular training with contest experience. Academic Vice Champion 1991 *Kumite-Team*, 3rd place Austrian Academic Championships *Kata-Team* 1991.

■ Analytical Philosophy

- presentations in the course of the lecture "Philosophy of Modal Logics" (Univ.-Lektor Dr. Peter Muhr) at the University of Vienna.
- member of the Institute Vienna Circle (Institut Wiener Kreis) Auditor of the institute, reviewing of books and editorial work for the institute's year-book, contributions to symposia
- contributions with Univ.-Doz. Dr. Karl Svozil (TU Vienna) in the area of Automata Logics (related to Quantum Logic). Publications in the book: K. Svozil: Randomness and Undecidability in Physics, Singapore: World Scientific (1993).
- legal support for the foundation of the **European Philosophy of Science Association** (EPSA) in 2007

¹⁶ "allgemein beeideter und gerichtlich zertifizierter Sachverständiger"