

Freelancer Profile

Axel Lomosik

25 years of work experience in the IT business covering a wide range of expertise:

- **IT project and program management**
- Migration Specialist
- Head of Development
- IT Strategist
- Developer



Personal Details

Name	Axel Lomosik
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Profile

25 years of work experience in the IT business with a wide range of expertise

- **IT Project and program manager** (experience up to 15.000 PD, 50 direct reports, 5 M€)
- Migration specialist for complex processes, applications, and infrastructure
- All project phases, including interfaces to procurement, legal dpts, security and suppliers
- Eloquent stakeholder communication from developer up to managing director level
- Take-over of projects in critical conditions as well as “mission impossible”

Professional Development

1997 to date	Freelancer for Thyssenkrupp, TÜV-SÜD, T-Systems, 1&1, Arvato Infoscore, Bahn, Deutsche Bank, Deutsche Telekom, Arcor, O2, Bankgesellschaft Berlin, Postbank, Sparkassen data centres, o.tel.o
2000 to date	Managing Director of LOMOSIK C.S.P. GmbH
1989 - 1996	Different employments with Fiducia, CompuNet, and Berliner Volksbank

Education

1989	Technical College for Economics and Administration
1987	Banking apprenticeship

Interests

Alpine Tours



2009 – today: Transition & Transformation

1 year	Project manager, architect and Developer Master Data Management <i>at an internationally active German industrial company</i>
2 years	Specialist for Portfolio and Project Management Tooling Project management for new DSL order line & IPTV <i>in Product Management for a German telecommunication company</i>
1 year	Project management data migration and data synchronization <i>for IT service provider at a vehicle certifier</i>
2.5 years	QA manager <i>in a development program for a German internet company</i> Program manager, then Head of Development “WebDesk” Multi project manager <i>at data centres</i>
1.5 years	Migration specialist <i>for a German disclosure and scoring company</i>

1999 - 2008: Contact Center (Banking and Telecommunication)

RfP project management request to set up proposal of a managed service provider for a contact center EMEA *for a leading German multichannel bank -*

Project management of a public directory service (118..) upgrade *for a German telco*

Advisory and project management in implementation of a virtual contact center platform with a complex IVR *for a German telecommunication company*

ITIL Release management at rollout and migration of infrastructure components in decentralized call centers *for a German telecommunication company*

Consultancy and project management regarding decision on a ticketing system and task force management for a delayed database project *for a leading German multichannel bank*

Proof of concept for IVR integration and system architecture for contact center *for a leading Berlin bank*

Advisory and project management of a decision-making process and realization of a computer telephony solution *for a leading German multichannel bank*

1994 - 1998: Customer Services (Banking and Data Centers)

Consultancy: optimizing an internal help desk

ITIL consultancy and support: designing and optimizing a de-centralized IT help desk

Consultancy and support: designing and setting up a service call center

Management and reorganization of the department ‘Technical User Service’ ITIL

Testimonials

“For more than two years, neither scores of external and internal service providers nor in-company project teams were able to tackle this with all their Excel madness. You, on the other hand, were able to deliver a fully functional SQL code in a mere couple of months.”

Different project managers involved in a multi-million € IT transformation project

“You kept us going and you pulled us together as a team. We wouldn't have made it without you!”

Head of Division to the CIO, during preparations and closing of a licensing contract on the last day of a very tight schedule. The enterprise in question can now think of scaling again.

“Now that we have Axel on board, I can see us making the launch date again!”

Dpt. Leader to the CIO. This company became one of Germany's triple players.

“The fact of the matter is: You are a true project fight dog! We need you..”

Dpt. Leader, then Head of Division when recruiting me for a then hopeless but eventually successful project.

“I do in fact know who the source of competence is (in architecture and data base)!”

Head of Division, then CIO during an escalated major project, in the course of which the service provider's management and the project team had decoupled.

“Attention: Chief Officer is leaving the ship!”

Panel of twelve team leaders at the end of a successful IT reorganization project. This enterprise is now one of the very few to provide certified and highly secure email solutions.

“Congrats! This is the next bet you won.”

CTO, after successfully launching a 15,000 PT program in a unique 'all-nighter'. This company now has a sound basis for further internationalization.

“Around here, we call you The Brain!”

Program manager to his top employee after implementing a company-wide trial and approval stage as well as setting up a high-performance database shadow production for synchronizing ISO with UTF8 with a fall-back option.

“Your dedication to the mission, your enthusiasm and its effect is worth more than its weight in gold!”

Dpt. leader during IT Operations's preparations for an XXXL change.

“We never would have thought you'd be able to create tender documents of *this* quality with *this* team in *such* a short period of time!”

Bank/IT Dpt Director

“I would never want you as my opponent in negotiations!”

Project manager after successful negotiations in a less than perfect situation. In collaboration with corporate legal and purchasing experts, we managed to take back control over the service provider and save a multi-million investment.

“You won the bet!”

Head of Division after finalizing the project while undercutting the industry's standard project runtime of 2 years by 50%.

“... the best external expert I have ever met (at a German telecommunication company!)”

Team leader, then Head of Division during a project.

“And this is Mr Lomosik, and don't even try to pull the wool over his eyes in technical matters!”

Dpt. leader of an IT service provider during introductions of new members of the project team.

“We are forever sorry to lose you as an executive!”

Head of HR, Head of Operations, Head of Development when I left the company in the wake of substantial upheaval within the corporation. Said executives left the company shortly after.

Projects and Experience

As a self-employed entrepreneur

2003 – to date

Development and operation of data management platform *for my own company,*

IaaS, PaaS

Infrastructure

Cloud

Azure

Big Data

Microsoft SQL



App

Development

Location Based Services

White Label Products

- **Inhouse Data Center**
 - Building Security, Video Surveillance, Alarming
 - Fire Prevention, Air Condition, Power Supply, Building Automation
 - Redundant Server Operation, LAN/WAN, Firewalls, Windows Servers
 - Stages for Production, Development, Testing/Acceptance, Customers
- **Software Development**
 - Customer Relationship Management (CRM), Social Networking
 - Geo Data, Geo Fencing and Addresses
 - Framework for Release and Code Management (CMS)
 - Workflow Engine, Import/Transformation/Export (ETL)
 - Generator for Admin Frontends (HTML, JavaScript, Stored Procedures)
 - App Development with Xamarin (Android, iOS, Web)
 - Freelancer Network (professional DBAs, Nerds, Enthusiasts)
- **Database Operation**
 - Backend Development with Microsoft SQL Server 2005 to 2016
 - on-premise, stretched and Cloud only (Azure)

Projects and Experience

As a freelancer

10.2017 – 12.2017

SQL Consulting

Miscellaneous

- **Senior SQL Consulting at a German / international industrial company**
 - Performance analysis and optimization of a sales application
 - 500 concurrent users
 - Introduction of and end to end measurement system
- **Multi project management at a German telecommunication company**
 - Recurring customer, short term support during capacity drain
 - IPTV 2.0
 - Fraud detection interface
 - Simulators at supplier interfaces
 - Migration JBoss4/JBoss10

06.2016 – 12.2017

Master Data Management

Project manager Mass Client Rollout, then Project Manager, Architect and Developer Master Data Management at a German / international industrial company

- Supplier Management
- Manual inventory of 200 locations in DE, 30.000 employees
- Automated inventory (Scan) of locations
- Blacklisting for members of the works council
- Quality control of data collection
- Quality control of tool chain
- Support for internal process and organizational design (ITIL, Order an fulfillment)
- Support of "Future Workplace Services" "Future Mode of Operation" (Windows 10 Migration)
- Unterstützung bei der Erstellung eines Cloud-Entwurfs (Azure) für AD, Windows-VMs, MS-SQL und Office 365 (O365)
- Drafted and implemented (SQL programming) of multi-client ETL to prepared and enriched Master Data to be transferred to suppliers – 5,000 lines of code
- Drafted and implemented (SQL programming) Configuration Management Data (CMDB) – 3,000 lines of code
- Drafted and implemented (SQL programming) multi-client Asset Management and scheduled to support complex mass email migration for 120,000 employees – 6,000 lines of code

Configuration Management Database

Windows 10 Migration

MS Exchange Migration

Cloud Azure

04.2015 – 05.2016

Specialist for Portfolio and Project Management Tooling in Product Management for a German telecommunication company

CHANGE

Management

- Requirements analysis
- Identification of promising solution providers
- Setting up and maintaining a testing environment
- Process design and configuration of software solutions
- Developed business cases
- Reviewed contracts and supported negotiations (US licensor)
- Prepared team for roll-out
- > 650 employees, > 170.000 PT p.a., > 30 project managers

04.2014 – 03.2015

Project

Rescue

Project management for new DSL order line & IPTV in a development program for a German Telecommunication company

- Replaced former project manager (board decision)
- Rescued of 4.000 PT development effort and finalization
- Re-Planned and headed operation of integration and E2E quality control
- Central point of escalation, reported to board of directors
- Coached PMs on follow-up projects: Vectoring & IPTV
- Agile Development (Scrum), 12 teams involved, 25 members of core team
- New process management platform (Camunda)
- Secured in-time ramp-up start

01.2014 – 03.2014

SW-ENTW

Databases

Project management Data Synchronization and SQL specialist for IT service provider at vehicle certifier,

- Architecture for synchronization solution with 4,500 local databases as a foundation for an emerging application with 250 tables
- Evaluation of Microsoft Service Broker as a communication and messaging framework, some proof of concept coding
- Evaluation of an SQL-based workflow engine

03.2013 – today

SW-ENTW

Databases

Project management Data Migration and SQL specialist for IT service provider at a vehicle certifier,

- Developed offer on RfP for data migration of huge application (250 tables)
- Implemented Linked Server and automated schema data retrieval and generated meta data objects for intermediary data.
- Managed modeling workshops for transformation rules with customers and developers
- Implementation of ETL tools with Microsoft Integration Services (SSIS)
- Implementation of automatisms for rollout phases
- MS-SQL Server 2008 R2

11.2012 – 02.2013

SW-ENTW

Databases

SQL specialist at IT infrastructure management for a hospitality management company,

- Developed an SQL-based workflow to manage folders and files
- Developed SQL-based import, transformation and export routines (ETL) to handle reservations at an interface to the new property management system
- Analyzed database performance issues
- MS-SQL Server 2008 R2

05.2012 – 10.2012

De-Mail

Highly secure e-mail communication

QA

Data Center Implement.

QA manager in a development program for a German internet company,

- De-Mail, highly secure e-mail product in accordance with national De-Mail law
- Managed test activities
 - Software engineering package QA (Java, Ruby on Rails)
 - End to end tests
 - Penetration tests
 - Surface tests (user experience, browser compatibility)
- Developed release management and deployment processes
- Training architecture concepts such as authentication, authorization, data centre zoning, e-mail encryption and signatures
- Integrated program QA into company-wide QA platform
- Developed requirements engineering processes
- Managed public launch of pre-registration
- Supported ramp-up of two new data centre locations (per location: 4 cages, 200 servers each)
- 12 members of core QA team

08.2011 – 04.2012

SW-DEV

Integrated Web App in the Cloud

Data Center Design

Program manager, then Head of Development “WebDesk, E-Mail/Collaboration and Storage“ for a German Internet company,

- Software development for the Cloud
- Managed front-end development of an integral customer portal (e-mail / OpenExchange, online office / ZoHo, online storage, apps, widgets, business market place, integration of other customer portals)
- Managed two domestic development teams and projects for integrated products
- Managed one off-shore team for apps and widgets (Romania)
- Communicated with product management, suppliers, requirement engineers, QA and release managers, members of user experience, Scrum masters, responsible developers and IT operation managers
- Created use cases and user stories, handling impediments
- Defined technical and non-functional requirements
- Transferred from "beta" to production, reduced technical debts
- Defined launch strategy with board of directors
- Ramped-up hardware for high-volume production in the EU and the US (> 20 Mio monthly active users), ramped-up pre-live environments and DB clusters for logging and reporting
- Analysed performance and optimised for international usage
- Architecture of the whole hosting stack (IaaS, PaaS, SaaS, technical front end strategy), participated in architecture and application boards, planned displacement of legacy systems with enterprise architects
- Beta customer for new rendering framework and new integration APIs
- Beta customer for new provisioning APIs and inter-PSS-communication
- Annual budget planning and controlling
- Recruitment
- Functional supervision, responsible for staff and budget
- 45 members in core teams, 50 members of internal suppliers

06.2010 – 06.2011

ITIL
IT Operations
Management

TOP
Project

E2E Test Lane

Virtualization

**Data Center
Moves**

DWH Renovation

DWH Move

Cutover

Multi-project Manager *in data centers of German Internet company,*

- Geo redundancy projects
 - Transatlantic replication, 3 DC locations in the EU and the US
 - Software development with Linbit, Austria (DRDB)
 - Shared and dedicated hosting Linux, Windows, databases
 - Installed redundancy hardware (200 blade centres, iSCSI)
 - Analyzed and calculated backbone bandwidths between domestic and international DC locations considering massive growth of replicated data
 - Reorganization (un-netting) of system relationships
 - Blueprint of a cloud management system
- Company-wide UTF8 code migration
 - Ramped-up virtualized QA server landscape for end-to-end tests (250 server, 170 main business characteristics, 8.000 test cases)
 - Extended virtual platforms (VMWare, NetApp)
 - Installed hardware for „shadow production“ (5x SUN M9000, HDS)
 - Conception of new/changed data traffic and changed bandwidths in certain DC areas
 - Extended DC data backbone with local dark fibre connections to a new DC location
 - Partial DC moves and thermal optimizations
 - Migrated the RDBMS ISO backends (Sybase, 4.000 databases, 1.000 users, 8 million lines of SQL code)
 - Migrated the BI backend infrastructure (Sybase IQ)
 - Developed concept for code migration for product enabler systems
 - Developed a catalogue of services, OLAs and SLAs of database administration department
 - Extended processes for incidents, problems, changes, releases, and deployments, introducing a new company-wide release management
 - Concept cut-over (in a single night) and fall-back
- Functional supervision and budget responsibility
- 25 members of core teams, 80 members of extended project teams, 15.000 PT

01.2009 – 06.2010

SW-DEV

Databases

Innovative

Migration specialist for German disclosure and scoring company,

- Developed migration and rollout scenarios for data, network components, systems and groups of customers
- Analyzed business processes of old and new application systems and data models in Informix und MS-SQL
- Designed and developed a synchronization automatism
 - 30,000 lines of code as stored procedures (MS-SQL) as a finite state machine (FSM, automate)
 - Synchronization of marks, addresses, moves, information, address consolidation, notifications, etc
 - "Man in the Middle" concept with synchronization server and linked Informix and MS-SQL servers
 - Multiple daily file exchange and direct database transactions
 - Transformation and enrichment of data records in 15 stages
 - Interconnected two fundamentally different types of architecture
 - High requirements for re-instantiating, roll-back, deviation analysis, permanent operability, and performance
 - 200 million. records of data per system
 - Ran systems side by side for several months with successive activation
- Coaching the QA and deployment teams
- Coaching the activations in pre-system an of the automate
- Built a data warehouse with Microsoft SQL Server 2008 R2 Enterprise Edition
 - 1 bio. records of data
 - SDL and IDL with SSIS SQL Server Integration Services
 - OLEDB connections to MS-SQL, Informix and Oracle
 - BI with SSAS SQL Server Analysis Services

DWH

04.2008 – 09.2008

VOIP

Telecommunication Specialist for a leading German logistics company,

- VoIP project
- Validation of an end-to-end concept for value-added services in an IMS
- Voicemail, unified messaging services (UMS), computer telephony integration (CTI), phone conference, instant messaging (IM), announcement service
- In a (European Union-wide) request for proposal for VoIP for 120,000 agents
- Analyzed bidders' documents, roadmaps and calculations
- Checked conformity for SIP, SIPS, RTP, SRTP, MRCP, codecs, security, encryption, scalability, and availability
- Participated in technical negotiations
- Smaller request for proposal of outbound dialer for contact center
- Evaluation of voice recognition at a WICOM system

05.2008 – 08.2008

VOIP

Project management for RfP request for proposal of a managed service provider for a contact centre EMEA for a leading German multichannel bank,

- VoIP project
- Migration from TDM to IPT (VoIP) for 4.000 agents
- Consolidated centralized data centers
- Ordered, validated, and approved inventory, a blue print and migration

planning by a certain vendor

- Components from Avaya, Cisco, Genesys, NICE, Cybertech, Nuance
- Coordination of the request design, approx. 1,000 pages written in English, 6 members in core team
- Coordination of requestors' obligations like space and environmental requirements in data centers, connections to telecommunication carriers
- Communication with lawyers, purchasers, stakeholders and heads of contact center locations
- Heading the project steering committees

02.2008 – 03.2008

ITIL
Service
Delivery

Performance analysis for a German telecommunication company,

- ITIL Service Delivery
- Individual CRM software, 1.700 concurrent agents
- Analysis of LAN/WAN/Metro traffic, load balancer
- Analysis of clients, Citrix Metaframe, TomCat
- Analysis of actions/web services (statistics & code)
- Analysis of backends Oracle, MQWF, Selectica
- Runtime analysis with Compuware Optimizer

02.2007 – 12.2007

TOP
Project

SW-DEV
Databases

ITIL
Service
Management

Project management modernizing a public directory service (118..) for a German telecommunication company,

- Software development databases
- ITIL Service Management
- Take-over in 4th project year, stabilizing running production and successful rollout to production
- 1st project: Created a new database software and system to store and modify 60 mio. directory data (Java/J2EE, Oracle 10g, RAC clusters, SUN E20K/Solaris 10, TomCat, SOA integration, MQ Series, batch network, addresses, phone numbers, geo data)
- 2nd project: Created a new retrieval software for agents and modernized contact center infrastructure from TDM to VoIP for 1,700 agents (Java/J2EE, Oracle 10g, RAC clusters, Linux, Avaya)
- Project planning and heading project executive committees, change boards, architecture boards, and production planning
- Identified and mitigated risks with/by 15 deputy project managers and department heads
- Coordinated time schedule and budget running my own project office
- Coordinated infrastructure supply and installation, ramped up data centre (SUN E20000, Oracle RAC cluster), data centre move before rollout
- Integration in enterprise architecture, tailoring deliverables, contract re-negotiations with suppliers, managing directors, purchasing and legal departments
- Defined protection obligations with enterprise security and acceptance by enterprise data privacy protection and works council
- Quality management by handling integration and acceptance and also load and performance tests, 15 members of QA team, moderating change and advisory board
- 20 members core team, 150 members extended project team, 10.000 PT p.a.

04.2005 – 12.2006

TOP
Project

SW-DEV
Use Cases

ITIL
Service
Management

Advisory and project management in implementation of a virtual contact center platform with a complex IVR for a German telecommunication company,

- Software development, use cases
- ITIL Service Management
- Implementation of a new, centralized contact center infrastructure (CIC by Interactive Intelligence Inc) based on TDM and VoIP
- Implementation of a voice portal with 20 use cases, backend integration and variable navigation (routing, prioritization, defect messages, customer data, invoices, account balances, order status, tariff changes, device checks, SOA integration, Oracle 9i, SOAP/XML, MQ Series, data warehouse DWH)
- Created functional requirements document, managed preliminary tests with suppliers and final proof of delivered specifications
- Requirements engineering and change management with internal customers
- Business analysis, process analysis, design and development
- Developed KPIs and reporting data structure
- Developed real-time reporting front-end
- Handed over software builds and supplier codes for packaging and client rollout with Empirum
- Developed billing data collection and accounting according to TKV §5
- Developed roll-out concept for locations and routing within the intelligent network (IN), drafted network topology and volume calculations to switch over PBXs to VoIP
- Coordinated infrastructure supply and installation, ramp-up in data centre for test and production
- Coaching during test phase, final proof and roll-out
- Contractor and supplier controlling, escalation management
- 1.5 million calls per month, 8 million EUR budget, 850 internal and external agents (5 service providers at 10 locations)
- 15 members core team, 35 members extended project team, 8.000 PT

10.2004 – 02.2005

ITIL
Release
Management

ITIL Release management at rollout and migration of infrastructure components in decentralized call centers for a German telecommunication company,

- ITIL Release Management
- Interface between development projects and internal and external departments
- Operational management of infrastructure and service requirements
- Manage all technical content and issues during development phases until rollout
- Single Point of escalation
- 2.0 Mio. calls per month, 600 agents
- 10 members core team, 20 members extended project team

07.2004

ITIL

Advisory and coaching in realization of a SAP HR help desk for leading German automotive manufacturer,

- ITIL Service Support
- Rated functional requirements

**Service
Support**

- Rated technical infrastructure (Remedy ARS, Aspect)
- Quality control of conceptual documents
- Coordinating internal and external service providers

05.2002 – 12.2003

**ITIL
Service
Support**

Consulting and project management in deciding on a ticketing system and task force management of a delayed database project for a leading German multichannel bank,

- ITIL Service Support
- Analyzed current systems
- Trouble shooting management of critical development projects
- Created functional and technical requirements document (Peregrine Service Center)
- Rescued software investments
- 8,000 tickets per month, budget of 0.75 million EUR
- 6 members core team, 15 members at service desk

10.2002 – 12.2002

**SW-DEV
Contact Centre**

Proof of concept (feasibility study) for IVR integration and system architecture for contact center for a leading Berlin bank,

- Software development for contact center
- Architecture of CTI components and interfaces (Genesys)
- Architecture of IVR integration current systems (DirectTalk)
- Proof of **concept (feasibility study)** digital interfaces (Hicom, HiPath)
- 0.8 million. calls per month, 150 agents
- 10 members core team, 25 members extended project team

09.1999 – 04.2002

**TOP
Project**

**SW-DEV
Contact Centre**

Consulting and project management of a decision-making process and realization of a computer telephony solution for a leading German multichannel bank,

- Software development for contact center
- ITIL Service Management
- Created functional requirements documents
- Prepared decision-making process for contractor and vendor (Genesys, Avaya)
- Prepared infrastructure for inbound, e-mail, outbound campaigns, website connectivity like chat, instant callback and co-browsing
- Provided business process analysis and developed detailed concepts
- Integrated in enterprise architecture (SOA), multi-channel strategy
- Moderated the design phases and final proof of delivered specifications
- Developed testing methodology and 300 test cases, developed system design for load and performance tests, coordinated testing, acceptance and rollout phases
- Coordinated infrastructure supplies and installations, ramp-up in data center for production and test
- Contractor and supplier controlling
- 5.0 million calls per month, 1,200 agents
- 15 members core team, 30 members extended project team

**ITIL
Service
Management**

01.1999 – 08.1999

ITIL
Service
Support

Consultation concerning optimizing an internal helpdesk for a leading banking data center,

- ITIL Service Support
- Created catalogue of services
- Created position groups for products and services
- Defined service level agreements (SLA) and operation level agreements (OLA)
- Contractor and supplier controlling

01.1998 – 12.1998

ITIL
Service
Support

ITIL Consultancy and support in designing and optimizing a de-centralized IT help desk for a joint venture of two leading banking data centers and a main bank,

- ITIL Service Support
- Created department structure and processes
- Decided on ACD, CTI, IVR (Genesys Inbound Suite)
- Decided on CRM application, e-mail and fax and web interfaces (Remedy ARS)
- Decided on contractors
- Managed design phase
- Coaching during test phase, final inspection and rollout
- Contractor and supplier controlling
- 9,000 tickets per month
- 5 members core team, 15 members extended project team

04.1997 – 12.1997

SW-DEV
Contact Center

Consultancy and support in designing and developing a Service-Call-Centre for a new telecommunication company,

- Software development for contact center
- Created functional requirements document
- Decided on PBX, ACD, CTI, VRU (Hicom, Aspect, Syntellect)
- Contract design secured by service level agreements
- Moderation of software architecture workshops (German/English)
- Review and quality control of specification documents
- Coaching during test phase, final proof and rollout
- Coaching of project manager
- Contractor and supplier controlling
- 1.5 million calls per month, 700 agents
- 10 members core team, 25 members extended project team

06.1995 – 03.1997

TOP
Project

ITIL
Service
Support

Management and reorganization of 'Technical User Service' department ITIL of a leading banking data center,

- Created a catalogue of services
- Created department structure and processes
- Managed 40 direct reports
- Decided on PBX, ACD, CRM application (Aspect, Utopia)
- Designed technical interfaces to Netview/6000 and self-service terminals
- Created management reporting system
- Created knowledge database
- Certification by ISO 9000

- 6,000 tickets per month
- 6 members core team, 40 employees

08.1993 – 05.1994

ITIL Service Support

Team lead, responsible for operative project management and the on-site operation of the user-service-center of a leading German bank as an employee of a full-service provider,

- Created department structure and processes
- Managed 15 direct reports
- Designed and prototyped a CRM application
- Knowledge engineering and created a knowledge database
- Recruiting
- Decided on ACD (Nortel)
- Text message pilot project
- 6,000 tickets per month
- 10 members core team, 15 members at service desk

1990-1992

Working as a freelancer:

- Initiation of commercial businesses
- DP lecturer at the Control Data Institute (1,500 teaching hours)

1988-1989

DP organization at the Volksbank of Berlin (special areas and computer networks)

1984-1987

Apprenticeship as a bank clerk and a one-year assistant job at the Volksbank of Berlin

1974-1983

Grundschule (elementary school), Realschule (secondary school) and Fachoberschule für Wirtschaft und Verwaltung (Technical college for Economics and Administration)