

## Sebastian Schaper

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# Resume

## Career Profile

As an Interim CTO / Head of IT and Senior Consultant, I support companies during demanding transformation and growth phases. I help organizations sustainably modernize their IT strategy, technology platforms, and delivery structures, and reliably implement complex programs. My focus is on strategically expanding Schaper Consulting and combining strategic IT leadership with AI consulting and production-ready AI services—to create measurable business value, optimize processes, reliably scale innovation, and strengthen long-term competitiveness.

## Personal Profile



- **Strategic Business Leadership:** Experience as Head of IT, CTO, and CIO, with strong leadership capability, including AI strategy alignment and stakeholder management.
- **Stakeholder Management:** Proven ability to manage diverse stakeholder groups, including AI/data stakeholders, to secure buy-in for transformation and AI initiatives.
- **IT Operations Management:** Management of day-to-day IT operations and optimization of IT services, including operating AI services (SLA, monitoring, security).
- **Program and Project Management:** Experience leading large-scale and complex IT projects and programs, including AI programs and GenAI rollouts.
- **Budget Management:** Ability to manage multi-million EUR budgets and allocate resources efficiently, including AI investments and business cases.
- **Agile Delivery:** Strong knowledge of agile methods and enabling fast, flexible product delivery, including AI product delivery.
- **Cloud Computing:** Expertise in cloud technologies to improve and scale IT infrastructure, including AI/ML and data platforms.
- **DevOps and CI/CD:** Strong DevOps and CI/CD expertise, extended to MLOps/LLMOps for production-grade AI solutions.
- **AI Consulting & AI Services:** Building and scaling AI use-case portfolios, target architectures, governance/compliance (e.g., data privacy), and delivery/operations of scalable AI services (e.g., RAG, copilots, automation).
- **Outsourcing Management:** Experience leading outsourced software development engagements, including sourcing and managing AI delivery partners.
- **International Experience and Remote Leadership:** Proven capability to lead international teams and manage distributed locations across countries, including distributed AI delivery teams.
- **Restructuring and Change Management:** Track record in restructuring IT departments and leading change, including introducing AI-driven operating and ways-of-working models.
- **Team Leadership and People Management:** Strong leadership experience with responsibility for large teams across IT domains, including building AI and data capabilities.

## Career Summary

Current

Schaper Consulting Solutions S.L.  
**INTERIM CTO, HEAD OF IT, SENIOR CONSULTANT**  
La Nucia, Spain

01/2024 – current

music support group GmbH  
**CTO**  
Munich, Germany

12/2022 – 12/2023

arvato Financial Solutions (Bertelsmann)  
**SENIOR IT PROJECT MANAGER**  
Berlin, Germany

06/2021 – 11/2022

SuSe IMPEX UG  
**CEO & CO-FOUNDER**  
Berlin, Germany

10/2018 – 05/2021

ASAB IMPEX LLP  
**CTO & CO-FOUNDER**  
Hyderabad, India

01/2018 – 05/2021

<b>Axel Springer SE</b> <b>SENIOR IT PROJECT MANAGER</b> Berlin, Germany	08/2013 – 06/2019
<b>Deutsche Telekom AG (CBS GmbH)</b> <b>DIRECTOR SUPPORT AND INTEGRATION</b> CBS GmbH   Cologne, Germany <b>CEO</b> CBS India Pvt. Ltd.   Hyderabad, India <b>MANAGER SOFTWARE DEVELOPMENT</b> CBS GmbH   Cologne, Germany <b>DIRECTOR SOFTWARE DESIGN</b> CBS GmbH   Cologne, Germany <b>SOFTWARE DESIGNER</b> CBS GmbH   Cologne, Germany	02/2016 – 03/2013 11/2010 - 03/2013 11/2008 – 10/2010 10/2007 – 10/2008 01/2007 – 09/2007 02/2006 – 12/2006
<b>Reflection Development</b> <b>CEO &amp; FOUNDER</b> Cologne, Germany	10/2004 – 05/2007
<b>Host Europe GmbH</b> <b>LEAD SOFTWARE DEVELOPER</b> Cologne, Germany	11/2001 – 12/2002
<b>Westdeutscher Rundfunk (WDR)</b> <b>SOFTWARE DEVELOPER</b> Cologne, Germany	12/2004 – 02/2005
<b>Fraunhofer Gesellschaft</b> <b>SOFTWARE DEVELOPER</b> Sankt-Augustin, Germany	06/2003 – 02/2005
<b>BBDO Group (voss-interactive media productions)</b> <b>LEAD SOFTWARE DEVELOPER</b> Dusseldorf, Germany	04/2001 – 09/2001
<b>sixxpac communication GmbH</b> <b>LEAD SOFTWARE DEVELOPER</b> Cologne, Germany	01/2001 – 03/2001
<b>Oberberg Online Informationssysteme GmbH</b> <b>SOFTWARE DEVELOPER</b> Gummersbach, Germany	01/1999 – 09/2000

## Professional Experience

### Schaper Consulting Solutions S.L. | La Nucia, Spain

01/2024 – current

Schaper Consulting provides customized IT and management consultancy services, including business process optimization, software development consulting, IT consulting, and project/program management. The company delivers **AI Consulting and scalable AI Services** to help clients define AI strategy, implement high-value use cases, and operationalize AI solutions.

01/2024 – current

#### INTERIM CTO, HEAD OF IT, SENIOR CONSULTANT

As a Senior Consultant at Schaper Consulting, I support companies through demanding transformation and growth phases, focusing on interim IT leadership (CTO / Head of IT) as well as strategic project and program management. Drawing on my more than 25 years of experience in senior IT positions (including Head of IT, CTO, CIO), I help align IT organizations for the future, accelerate technological modernization, and achieve sustainable operational results.

In addition to optimizing IT operating models, delivery structures, and cloud/DevOps capabilities, a key focus is on expanding **AI consulting and scalable AI services**. I support clients in identifying AI use cases with measurable business value, building a robust data and platform foundation, and integrating AI solutions into the organization in a secure, compliant, and production-ready manner. My work combines strategic corporate and stakeholder management with operational implementation, budget responsibility, international leadership experience, and effective remote management.

- **Lead IT transformation and modernization initiatives** to increase system efficiency, reduce technical debt, and sustainably lower operating costs.
- **Manage strategic programs from conception to implementation** including governance, roadmaps, business alignment, and risk management.
- **Promote cloud, DevOps, and agile delivery models** to improve time-to-market, stability, and quality in development and operations. Manage and lead international teams to enhance project execution efficiency and strengthen remote collaboration.
- **Establish AI services and operating models (AI Operating Model )**, including MLOps/LLMOps, monitoring, security, compliance, and scaling into regular operations.
- **Guide international teams and stakeholders safely through change processes** , strengthen collaboration in hybrid structures, and ensure long-term partnerships as well as follow-up assignments.

## music support group GmbH | Munich, Germany

12/2022 – 12/2023

The music support group is an internationally established group of companies with the training, media and production services branches. Strong, international partnerships in the creative market and constant modernization make the music support group a market leader in the creative training sector. It employs more than 600 people at 20 locations worldwide.

12/2022 – 12/2023

### CTO

In my role as Chief Technology Officer (CTO) at the music support group, I was responsible for the operation and provision of the international IT system landscape, the management of agile software development, and the management and implementation of the associated IT projects. My work significantly contributed to the transformation and modernization of our IT infrastructure, leading to the successful adoption of key initiatives and technological advancements:

- **Transformed the IT infrastructure** by adopting DevOps practices and migrating to Amazon Web Services (AWS), resulting in enhanced deployment speed and reduced operational costs.
- **Implemented Jira and Confluence** to enhance project management and collaboration, leading to improved project delivery timelines and increased cross-departmental communication efficiency.
- **Led the digital transformation** by introducing Microsoft 365 and Teams, which improved internal communication efficiency and supported seamless remote work for the entire organization.
- **Successfully migrated critical systems** like Exchange and Active Directory to the cloud, which enhanced data security, reduced system downtime, and increased IT resource flexibility.
- **Managed and led a national IT team** of 10 employees remotely, improving team productivity and ensuring the alignment of IT strategies with the company's business objectives.

These initiatives not only increased the efficiency and effectiveness of our IT operations but also made a significant contribution to the music support group's overall business strategy. I reported to the CEO and the Directors Board of the music support group, steering the company's technological direction and ensuring the successful implementation of strategic IT projects.

## arvato Financial Solutions GmbH | Berlin, Germany

06/2021 – 11/2022

Arvato Financial Solutions is a financial service provider in the area of credit management in the e-commerce, mobility, telecommunications and banking sectors. It employs more than 7,000 people in 15 countries with a focus on Europe.

06/2021 – 11/2022

### SENIOR IT PROJECT MANAGER

As Senior IT Project Manager in the BNPL division at arvato Financial Solutions, I was responsible for the technical integration of major customers into AfterPay's payment systems. My role encompassed defining, introducing, and optimizing relevant interfaces between the required departments, as well as implementing the associated process flows. I supported the agile software development teams in the further development (CI/CD) of the product portfolio and reported to the head of implementation management at arvato Financial Solutions:

- **Successfully integrated major customer payment systems** into AfterPay, enhancing transaction processing capabilities.
- **Defined and optimized critical interfaces**, improving communication and operational efficiency between departments.
- **Led the implementation** of process flows, streamlining operations and enhancing service delivery.
- **Supported the continuous improvement** of the product portfolio through CI/CD, accelerating feature deployment and product updates.
- **Facilitated cross-functional team collaboration**, ensuring project alignment with strategic business goals.

## SuSe IMPEX UG | Berlin, Germany

10/2018 – 05/2021

SuSe IMPEX UG is a company engaged in the import, export and trade of food and consumer goods. Among Europe registered trademarks Nature Spices and LA AURA it sells the Ayurveda and fashion business.

10/2018 – 05/2021

### CEO & CO-FOUNDER

As CEO and co-founder of SuSe IMPEX UG, I oversaw the strategic direction and management of the IT, sales, marketing, and finance departments, orchestrating our IT infrastructure, leading financial oversight including cost calculations, and steering the planning and execution of projects. My leadership involved driving product development, crafting strategies for market penetration, and spearheading targeted marketing campaigns across key sales channels, ensuring alignment of departmental goals with the company's overarching objectives and fostering a cohesive and productive organizational environment:

- **Orchestrated the overhaul of IT infrastructure**, enhancing operational efficiency and supporting business scalability.
- **Led financial oversight**, optimizing cost calculations and financial strategies to improve financial health and investment returns.
- **Steered successful planning and execution of multiple key projects**, aligning with strategic business goals and driving growth.
- **Drove product development initiatives**, resulting in the launch of innovative products that captured new market segments.
- **Crafted and implemented effective market penetration strategies**, expanding brand presence and customer base.
- **Spearheaded the creation and execution of targeted marketing campaigns**, significantly increasing brand visibility and market impact.

## ASAB IMPEX LLP | Hyderabad, India

01/2018 – 05/2021

ASAB IMPEX LLP is a company specialized in the import and export of food and consumer goods as well as its own production of high-quality healthcare products from India. ASAB IMPEX LLP is a group company of SuSe IMPEX UG.

01/2018 – 05/2021

### CTO & CO-FOUNDER

As CTO and co-founder of ASAB IMPEX LLP, I held the executive responsibility for architecting and configuring the IT system landscape, strategic planning, and management of associated IT projects. I set the technical direction, oversaw the development and implementation of IT infrastructures, and ensured the alignment of technology initiatives with business objectives. My leadership in the IT strategy propelled innovation and operational excellence, supporting the company's growth and competitiveness:

- **Architected and configured a robust IT system landscape** that supported scalable business operations and enhanced system reliability.
- **Led strategic planning and execution of IT projects**, aligning technology initiatives with business goals and driving company growth.
- **Oversaw the development and implementation of a comprehensive IT infrastructure**, modernizing our technology base and optimizing operational efficiency.
- **Drove innovation in product and service offerings**, significantly enhancing the company's market position and customer satisfaction.
- **Ensured technology initiatives were fully aligned with the company's strategic objectives**, resulting in streamlined operations and increased business agility.

## Axel Springer SE | Berlin, Germany

08/2013 – 06/2019

Axel Springer SE is one of Europe's largest media companies, market leader in German print business and active in more than 40 countries through subsidiaries, joint ventures and licenses. It has more than 15,000 employees and a yearly revenue of around EUR 3 billion.

08/2013 – 06/2019

### SENIOR IT PROJECT MANAGER

In my capacity as Senior IT Project Manager at Axel Springer SE, I directed strategic IT projects and programs across the company and its subsidiaries. My responsibilities included leading the implementation of critical systems such as Business Intelligence and Identity and Access Management, in addition to managing Carve-Outs and overseeing IT Security enhancements. Reporting to the CIO, I was instrumental in advancing the company's technological capabilities:

- **Orchestrated the deployment of a Business Intelligence System**, enabling enhanced data analysis and strategic insights.
- **Led the rollout of an Identity and Access Management System**, bolstering security measures and streamlining user access.
- **Managed Carve-Out projects**, facilitating successful separations and integrations within the corporate structure.
- **Spearheaded IT Security projects**, fortifying the company's defense mechanisms against evolving cyber threats.

## Deutsche Telekom AG | Cologne, Germany (CBS GmbH) and Hyderabad, India (CBS India Pvt. Ltd.)

02/2006 - 03/2013

CBS GmbH is a 100% subsidiary of Deutsche Telekom AG and one of the leading payment systems on the internet. More than 14 million customers and 16,000 merchants benefit from this complete service in 26 countries, which includes 21 different currencies and 43 different payment methods.

11/2010 - 03/2013

### DIRECTOR SUPPORT AND INTEGRATION

As the Director of Support and Integration at CBS GmbH, I led a team of 12 professionals in the merchant support area, including 3 direct reports in the USA and 9 in Germany, to meet revenue and profitability targets. My responsibilities encompassed the support and integration of CBS products on the client side and aiding the Sales, Product Management, Finance, and Marketing departments. I played a pivotal role in steering business strategies and objectives, notably through the development of a performance-measurement system that substantially improved the quality of integration, operational, and financial information:

- **Developed and implemented new products, tools, sales, and marketing strategies**, enhancing client satisfaction, and aligning products with market requirements.
- **Initiated and directed quality improvement plans** in the support department, boosting efficiency.
- **Contributed to the steering committee**, helping to plan and define the company's focus and marketing strategies.
- **Established and implemented new service workflows, processes, and structures** across various departments to streamline operations.
- **Coordinated an outsourcing project for 1st level support** in Bulgaria (Sofia), achieving cost reduction, and enhancing efficiency and quality.
- **Reported directly to the CEO of CBS GmbH, ensuring strategic alignment and operational excellence.**

11/2008 – 10/2010

### CEO

As the CEO of CBS India Pvt. Ltd., I led a diverse team, achieving revenue and profitability targets with 5 direct and over 60 indirect reports, and managed an annual budget of more than EUR 1 million. My role encompassed restructuring and expanding the software development center in Hyderabad, India, overseeing recruitment and management across development, testing, project management, operations, and HR. I reported to the CTO of CBS GmbH, ensuring strategic alignment and operational excellence:

- **Restructured and expanded the software development center**, significantly enhancing operational capacity and technological capabilities.
- **Led recruitment and management**, building a proficient team across key functional areas.
- **Developed and delivered comprehensive training programs** for software development, testing, and operations teams.
- **Executed a strategic premises move** within Hyderabad, optimizing the hardware and software infrastructure.
- **Conducted P&L analysis and budget planning**, ensuring financial health and resource optimization.
- **Managed software development projects** in collaboration with other CBS development centers, ensuring cohesive and quality product development.
- **Implemented new service workflows and development strategies**, like Scrum, improving output quality and reducing staff turnover.

10/2007 – 10/2008

### MANAGER SOFTWARE DEVELOPMENT

As the Manager of Software Development at CBS GmbH, I led a team comprising 12 direct and 42 indirect reports across Germany, India, and the USA. My responsibilities included overseeing the software development and testing teams, managing all in-house software projects, and preparing reports for the board. I actively participated in project kickoff and change management meetings, ensuring the strategic alignment of software

development initiatives. My role also involved frequent travel to our software development center in Hyderabad, India, to coordinate and plan the execution of ongoing and future projects. I reported to the CTO of CBS GmbH, ensuring that all activities were in line with the company's strategic goals:

- **Managed a diverse and international team**, effectively coordinating software development and testing efforts.
- **Oversaw all in-house software projects**, ensuring they met the board's reporting requirements.
- **Participated in all major project kickoff and change management meetings**, contributing to strategic planning and execution.
- **Developed comprehensive project plans**, ensuring adherence to deadlines and maintaining high-quality standards in project management.
- **Implemented new software processes and organizational structures**, significantly improving operational efficiency and effectiveness.

01/2007 – 09/2007

#### DIRECTOR SOFTWARE DESIGN

As the Director of Software Design at CBS GmbH, I managed 5 direct reports, overseeing the design and development of software components for CBS products. My responsibilities included allocating resources and coordinating in-house software development activities with other development teams. Reporting to the Manager of Software Development, I ensured that our projects aligned with the company's strategic objectives and operational standards:

- **Led the design and development of critical software components**, enhancing the functionality and market competitiveness of CBS products.
- **Streamlined resource allocation**, optimizing team productivity and project outcomes.
- **Fostered effective collaboration** between in-house and external development teams, ensuring cohesive progress and timely delivery of software solutions.

02/2006 – 12/2006

#### SOFTWARE DESIGNER

As a Software Designer at CBS GmbH, I was tasked with developing middleware and backend components for CBS products. My notable projects included the development of an E-money project to manage an online E-wallet, regulated by the Financial Services Authority (FSA) in the United Kingdom. Additionally, I contributed to a major initiative that involved migrating over 200,000 lines of C++ backend code to Java. Reporting to the Manager of Software Development, I played a crucial role in enhancing the company's software offerings and ensuring compliance with regulatory standards:

- **Developed an E-money project**, establishing a regulated online E-wallet platform.
- **Contributed to the migration of more than 200,000 lines of C++ backend code** to Java, modernizing the software architecture and improving system performance.
- **Collaborated effectively with the development team** to meet project goals and adhere to regulatory compliance.

### Reflection Development | Cologne, Germany

10/2004 – 05/2007

Reflection Development provides software component development, individual website designing and creation of 3D animations for all industrial applications.

10/2004 – 05/2007

#### CEO & FOUNDER

As the founder and CEO, I was responsible for identifying market opportunities, managing customer acquisition, negotiating contracts, planning projects, and overseeing the development of all software projects. My hands-on involvement included developing internet pages, encompassing frontend, middleware, and backend coding. A notable achievement was designing and developing a portal page, including a search engine and CMS (Tridion R5) connection, for the eLearning area of the Fraunhofer-Gesellschaft:

- **Identified and capitalized on market opportunities**, leading to successful customer acquisition and business growth.
- **Managed contract negotiations and project planning**, ensuring alignment with strategic goals and client requirements.
- **Developed comprehensive internet pages**, handling frontend, middleware, and backend code, demonstrating technical expertise and product development capabilities.
- **Designed and developed an advanced portal page** for the eLearning area of the Fraunhofer-Gesellschaft, integrating a search engine and CMS, which facilitated content management and user access.

### Host Europe GmbH | Cologne, Germany

11/2001 – 12/2002

Host Europe GmbH is one of Europe's largest internet hosting provider specialized in solutions for private and business with more than 200,000 customers.

11/2001 – 12/2002

#### LEAD SOFTWARE DEVELOPER

As a Lead Software Developer, I was in charge of all in-house software projects, focusing on the design and development of both internal and external tools. My work included creating analytical tools for monitoring customer interactions, developing web email clients, and building components for web kits. Reporting to the Manager of Software Development, my role was pivotal in enhancing our software capabilities and meeting organizational needs:

- **Designed and developed analytical tools** that enabled comprehensive monitoring of all customer-related interactions, improving customer service and business insights.
- **Created a web email client**, enhancing communication efficiency and user experience.
- **Developed components for web kits**, contributing to the robustness and versatility of our web solutions.

### Previous Experience

01/1999 – 02/2005

12/2004 – 02/2005  
**SOFTWARE DEVELOPER** | Westdeutscher Rundfunk (WDR) | Cologne, Germany  
06/2003 – 02/2005  
**SOFTWARE DEVELOPER** | Fraunhofer Gesellschaft | Sankt-Augustin, Germany  
04/2001 – 09/2001  
**LEAD SOFTWARE DEVELOPER** | BBDO Group (voss-interactive media productions) | Dusseldorf, Germany  
01/2001 – 03/2001  
**LEAD SOFTWARE DEVELOPER** | sixxpac communication GmbH | Cologne, Germany  
01/1999 – 09/2000  
**SOFTWARE DEVELOPER** | Oberberg-Online Informationssysteme GmbH | Gummersbach, Germany

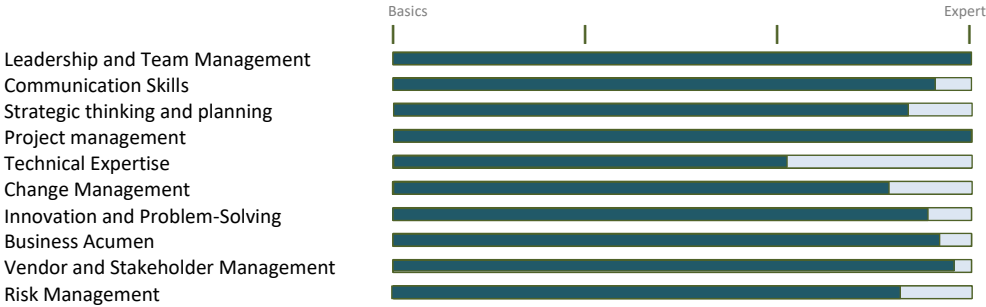
## Education and Training

10/1996 – 10/2005  
**Master of Computer Sciences (German Diploma)**  
Cologne University of Applied Sciences | Gummersbach, Germany  
  
06/1992 – 06/1995  
**Information-Technical-Assistant (ITA)**  
Freiherr-vom-Stein Berufskolleg | Werne, Germany (1992 - 1995)

**Further Courses**  
Business Administration / Axel Springer (2015)  
Cambridge Business English / Cambridge Language Assessment (2014)  
ITIL V3 Foundation / APMG (2012)  
Prince2 Practitioner / APMG (2012)  
Management Training / Gustav Kaeser Training International (2011)  
Microsoft Project Seminar / Unilog Integrata Training AG (2008)  
Staff Appraisal Seminar / Unilog Integrata Training AG (2008)  
MySQL Intensive Course / MySQL GmbH (2002)

## Skills, Competences and Languages

### Skills



### IT Literacy

Specific Software:



### Languages

English (fluent) | German (native)

## Activities and Interests

Diving | Free climbing

## References

References are available upon request.