

## Curriculum Vitae

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### Education

1974 A-levels at German grammar school  
1982 University degree English/Geography at Bonn University  
1984 Teacher's license, English/Geography for German grammar schools  
1987 Practical degree in computer science and programming, economics

### Professional Experience

04/18 – to date	<b>Senior consultant, project manager, change-manager, Partner</b> Consulere formare ( <a href="http://www.consulere-formare.de">www.consulere-formare.de</a> ), Linz, Rhine analysing and re-shaping processes, re-organisation, founding subsidiaries, product development, coaching / managing sales activities
10/17 – to date	<b>Licensed consultant of the project/initiative 'Offensive Mittelstand'</b> Consulting SMEs and larger mid-sized enterprises
01/12 – 03/2018	<b>Inhouse Consulting &amp; Change Management</b> In charge of product development projects, defining, re-defining sales processes, running re-organization projects across the company, transforming inhouse business areas into an individual subsidiary of Media Broadcast GmbH; 2 to 20 project staff; 20 to 100 m € revenues' business Media Broadcast GmbH, Cologne
06/10 – 12/11	<b>Director Sales Operations</b> In charge of defining, aligning, preparing sales reporting, sales structure; improving order to cash, improving pre-sales, processes/activities & related cost structure, define & implement cross divisional sales processes; personnel responsibly varying from 5 to 20 depending on the projects; related annual revenue approx. 700m €/y TDF SAS, Montrouge, France
02/06 – 06/10	<b>Inhouse Consulting &amp; Head of CEO Office</b> Running projects such as: - Defining & executing an efficiency programs (e.g.; cross divisional project to secure additional 10 m€ of out of 98m€ total EBITDA; improving performance/cost structure of short wave business) - Analysing market potential, business model, business case of new value propositions & subsequent recommendation on further steps - Selling Jülich shortwave station Media Broadcast GmbH, Bonn

08/03 - 01/06	<b>Executive Vice President Network Development</b> In charge of Operating Support Systems, Technical Processes, Technical Product Management and Vendor Management, leading a team of 100 employees and a budget of 40m€ GNF (Global Network Factory); T Systems International, Bonn, Frankfurt
11/99 - 07/03	<b>Managing Director</b> Leading a management consulting company with focus on telecommunications, generating an average of 2m€ revenues annually, based on an average of 12 consultants Logica Consulting GmbH, Bonn/Rösrath
02/99 - 10/99	<b>Deputy General Manager Carrier Services</b> Leading the national/international sales teams; central purchasing management of international access capacities, co-ordinate sales activities of the French and UK office, total revenues 60 to 70m€ annually, leading a team of up to 50 employees o.tel.o GmbH, Cologne
01/98 - 01/99	<b>Head of International Networks German Office</b> Set up a Carriers' Carrier Business, co-ordinate purchasing and sales activities, define the company's strategy on investments in international telecommunications infrastructure o.tel.o GmbH, Cologne
10/96 - 12/97	<b>Head of International Carrier Relations</b> Provide intl. access from scratch, draft strategy, recruit team, draft standard agreements, service levels, select Carriers, negotiate bilateral agreements with foreign Carriers, o.tel.o GmbH, Cologne
10/95 - 09/96	<b>Head of International Transport Network</b> Define relevant strategy and roll-out, evaluate and define intl. access, define least cost routing concepts, prepare relevant business cases RWE Telliance, Essen, Germany
10/91- 09/95	<b>Senior Consultant</b> International projects, provide and analyse business cases, draft and negotiate intl. contracts, generate and support new business ideas (e.g. TEL, GEN, METRAN, eastern European joint ventures), Deutsche Telekom, Bonn
04/89 - 09/91	<b>Management Consultant</b> Commissioning of sea cable systems, business cases feasibility studies, decision proposals, preparation & execution of data gatherings for intl. sea cable & long distance projects (e.g. UK G 5, DK-GER 1, TAT 10), DETECON, Bonn

- 01/87 - 03/89      **Trainer and Consultant** on programming, computer science, economics,  
IBIS training centre, Andernach, Germany
- 1978 - 1986      **Tourist Guide and Travel Concepts**  
For France, Belgium, Switzerland, freelancer for various companies  
e.g. Univers Reisen, Cologne, ITS, Paris

**Further experience and expertise**

- More than 20 years' experience in international telecommunications
- More than 20 years' experience in European telecommunications business, including start up activities
- More than 15 years of project management, team leading experience (5 to 100 people)
- More than 15 years working experience and team leading experience in multi-cultural environment
- More than 10 years' experience in leading change management activities
- Fluent in English (commercial, technical and legal issues)
- Fluent in French and excellent knowledge of the French working culture

St. Katharinen, 1<sup>st</sup> October 2018