

Interim Executive Manager Profile



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Executive Summary

- 25 years in leadership roles as Director, CTO, and Group CIO, specializing in building and optimizing IT organizations
- Expert in aligning IT strategies with business goals, with a proven track record in digital transformation, process optimization, and cloud management
- Extensive expertise in M&A integrations and leading international, cross-functional teams
- Broad industry experience across multiple sectors
- Worked in companies of all sizes from dynamic startups to corporations with an annual revenue of EUR 60 billion
- Led organizations with up to 200 internal and 150 external employees, managing complex projects exceeding 4,000 person-days
- Results-driven, customer-focused, and known for a creative approach to problemsolving
- Languages: German (native), English (native proficiency), Italian (basic knowledge)



Competency Profile

Industry Experience

- Logistics
- Hospitality
- Digital Recruiting
- Retail
- Telecommunications

Professional Focus

- Building and reorganizing IT organizations
- Aligning IT strategy to business needs
- Track emerging technologies to drive innovation and growth
- Process optimization and development
- Software development (SaaS applications, web apps, native mobile apps)
- Agile development methodologies (Scrum, Kanban)
- DevOps (SRE), operations, quality assurance
- E-commerce, Web development, Standardization
- Infrastructure (cloud, data center migration)
- Mergers & Acquisitions (M&A), Post Merger Integration (PMI)
- Change Management and Restructuring
- ERP, CRM, and CMS systems

Management Style / Way of Working

- Direct and straightforward
- Creative problem solver
- Focused on long-term impacts
- Cooperative and team oriented
- Ready to take responsibility
- Motivational leader
- Fact-based and results-driven
- Hands-on approach



Professional Experience

06/2025 - Present Transition Phase

Continuing Education, Projects, and Knowledge Sharing

Currently transitioning from an interim role into a long-term leadership position with strategic responsibility.

- Research into innovative technologies, especially artificial intelligence: practical use of modern Al tools for programming, media production, text editing, and research to evaluate their business potential
- Professional development in the areas of change management, restructuring, and corporate leadership – through specialized seminars and in-depth self-study
- Knowledge sharing and active networking: regular LinkedIn posts focusing on IT leadership, transformation, and digital strategies
- Application of project management and planning skills in executing private construction projects with a focus on schedule, budget, and resource control

11/2024 – 05/2025 Interim Project Manager

Client: BKM Stahl und Anlagenbau GmbH, Berkhöpen

Medium-sized company specializing in custom plant engineering for the oil and gas industry. Mandated to stabilize and realign an ongoing ERP implementation project (SOU ERP).

Initial situation

- The 3rd party project manager was not performing as was expected by the customer
- It was also a personality issue. The project was on the verge of failing.
- The project manager was to replaced with somebody chosen by the customer

Responsibility

• Get the project back on track and align it with the requirements



Actions

- Took over project leadership during a critical project phase
- Consolidated and ensured the quality of existing requirements documentation
- Conducted a structured GAP analysis to refine the project scope
- Applied agile project methodology (Scrum) to improve control and transparency
- Set up a parallel test and training environment to enable early user involvement
- Successfully deployed the system into production

12.2023 – 07.2024 Interim Director IT

Client: Paki Logistics GmbH Faber Group

Paki Logistics GmbH: International service provider for the management, delivery, and exchange of standardized load carriers in 23 countries.

Faber Group: Family-run company with 5 firms, leading in sustainable reusable packaging and pooling services.

Company size: 200 employees (Group: 900 employees)

- Project | Location: Ennepetal
- Context: Vacancy bridging
- Budget Responsibility: €10 million
- Personnel Responsibility: 26 internal & 6 external employees
- Direct Reports: 11

Core Competencies

- Leadership competence
- Strategic thinking
- Digital transformation
- Process optimization
- Technical know-how
- Innovation management
- IT security and compliance
- Customer focus
- Collaboration and integration
- Project management
- Analytical skills.
- Cloud Management (Azure, AWS)



Initial situation

When I joined, the IT department was in a critical state

- Lack of Leadership: The IT Director had left, and clear structures were missing
- Digitalization Lagging Behind: Manual processes dominated, and data was not delivered digitally
- Poor Reputation & Collaboration Issues: The relationship with the parent company was strained, the main service provider underperformed, and IT Operations was the most unpopular department in the company
- Disastrous IT Security: There were no functioning backups the company was unknowingly operating without any data protection
- Inefficient Product Development: Performance did not meet expectations, and agile structures were missing
- Strategic Conflict: The parent company aimed to consolidate systems centrally, while the subsidiary fought to maintain its independence
- Toxic IT Culture: Employees were demotivated, processes were chaotic, and there was no customer or service orientation
- Ineffective Sales Systems: A self-developed open-source solution (HubSpot) was being used for quotation management, with no clear visibility into sales processes

Responsibility

My responsibility was to resolve these deep-seated issues, rebuild the IT organization from the ground up, and establish a high-performing, customer-focused, and secure IT infrastructure This included

- Leading the IT Organization & Strategic IT Alignment
- Driving Digital Transformation & Product Development
- Managing IT Operations (On-Premise & Cloud), IT Security & Data Analytics

Actions

I did not just initiate change—I enforced it decisively and effectively

- Revamping IT Operations
- Introducing a radically customer-centric approach with structured processes
- Implementing clear communication procedures for emergencies and changes
- Adjusting personnel to align with the new strategic direction



- Restoring IT Security
- Establishing a robust backup and recovery system—previously, the company had unknowingly been operating without any data protection
- Implementing General IT Controls (GITC) and Technical & Organizational Measures (TOMs)
- Contributing to the development of corporate-wide IT security policies
- Cultural Transformation & Collaboration
- Implementing open, targeted, and professional communication with executive leadership, the parent company, and service providers
- Transitioning IT from an isolated, frustrated department to a strong, service-oriented organization
- Agile Transformation & Process Optimization
- Introducing Scrum & Kanban, tailored to team needs
- Implementing a structured requirements process to improve planning and execution
- Training and onboarding two Product Owners to enhance product development
- Developing a roadmap for better long-term planning between IT and the business
- Digital Transformation & System Consolidation
- Developing and executing an IT strategy focused on efficiency and digitalization
- Implementing Microsoft Dynamics 365 CRM to eliminate manual processes and digitize workflows
- Rolling out Dealhub CPQ & contract management, significantly improving sales efficiency
- Utilizing Al for automated invoice data extraction and digital customer data integration
- Strengthening Data Competence & Analytics
- Expanding Data Warehouse team capabilities and providing targeted training
- Developing a data model for pallet price prediction, enabling data-driven decision-making
- Modernizing Products & Systems
- Successfully relaunching the "Best Match" application, which had been stalled for months
- Restoring collaboration with the parent company to migrate the company portal
- Successfully advancing the ERP upgrade from Navision to Microsoft 365
 Business Central



Results

The impact of these changes was profound and measurable

- Drastically improved IT customer satisfaction, confirmed through regular surveys with continuous feedback loops
- Significantly improved collaboration with the parent company and service providers, now operating on a professional and cooperative basis
- Successful digital transformation, including CRM & CPQ implementation, cloud migration (Azure, AWS), and EDI expansion
- Restored IT security, with functional backup & recovery systems and full implementation of GITC & TOMs
- Positive cultural shift in IT Agile methods, clearer processes, and a service-focused approach boosted morale and reduced turnover
- Optimized sales management through modern software solutions instead of inefficient open-source workarounds
- More efficient product development with a clear requirements process, unified roadmap, and agile methodologies

09.2022 – 11.2023 Group CIO

Hospitality Digital GmbH & Eijsink GmbH

Hospitality Digital GmbH (now Dish Digital Solutions): 100% subsidiary of Metro AG, the world's largest manufacturer of digital solutions for the hotel, restaurant, and catering industry.

Eijsink GmbH:

Acquired in 2023, leading manufacturer of a Point-Of-Sale (POS) platform for the hospitality industry in the Benelux countries.

Company size: 400 employees

- Permanent | Location: Düsseldorf
- Context: Post-merger with Eijsink GmbH
- Budget Responsibility: €25 million
- Personnel Responsibility: 200 (internal & external)
- Direct Reports: 5



Core Competencies

- Leadership competence
- Technical integration
- Cloud Management (GCP)
- System integration
- Strategic architecture planning
- Product development
- IT security
- Strategic investment planning
- Process optimization
- Quality management.

Initial situation

Following the acquisition of Eijsink GmbH, Dish Digital Solutions expanded its product portfolio with a Point-of-Sale (POS) system, allowing it to offer a complete restaurant management suite. However, this acquisition introduced several new challenges:

- Technological platform merger: The existing Dish Digital and Eijsink platforms had significant architectural differences and required a structured integration approach.
- High costs of Salesforce CRM usage: The existing CRM system was expensive, and alternatives needed to be explored, also considering the additional data coming from the merger
- ERP system fragmentation: The company now had multiple ERP solutions in use and needed a unified approach to avoid unnecessary complexity and cost.
- Metro AG was the parent company, but Dish Digital needed more independence in IT operations, particularly regarding its Microsoft Office 365 environment.
- IT security was critical, as Dish Digital maintained multiple system integrations with Metro AG, and cyberattacks were an increasing concern.

Responsibilities

- Member of the extended board
- Led technical execution of the merger with Eijsink GmbH
- Integration of the Point-Of-Sale (POS) software into existing systems
- Member of the Technical Architecture Board of Metro AG (until March)



- B2C SaaS product development (DISH platform), business support systems (CRM, ERP, HR, finance, payments, and invoicing), and all Metrofacing systems (data warehouse, HR, payroll via SAP, travel expense planning)
- IT security

Actions

- Engaged external experts to define the requirements for a unified technology platform, ensuring a structured approach to the Eijsink and Dish Digital system merger.
- Evaluated Salesforce CRM usage, identifying cost reduction opportunities without compromising functionality.
- Standardized ERP systems, choosing existing Odoo ERP solution as the primary platform due to its cost-effectiveness and flexibility.
- Strengthened IT security, implementing cloud resilience strategies that enabled rapid system recovery if needed.
- Initiated the transition to an independent Microsoft Office 365 environment, reducing Dish Digital's reliance on Metro AG for IT infrastructure.

Results

- Successful integration and launch of POS software in France and Germany
- Withstood two global cyberattacks on Metro, through GCP cloud setup
- Generation of the target architecture for the joint backend systems of the two companies (Salesforce CRM, Odoo ERP)
- Initiation of a product roadmap for investment focus
- Harmonization of the customer lifecycle process
- Successful ISO 27001 recertification

03.2022 – 08.2022 Chief Technology Officer

Hospitality Digital GmbH

- Permanent | Düsseldorf
- Context: Operational Management
- Budget Responsibility: €20 million
- Personnel Responsibility: 150 (internal & external)
- Direct Reports: 3



Core Competencies

- Leadership competence
- IT organizational management
- SaaS product development
- IT security
- Quality management
- Performance optimization
- Cost management
- Test management
- Knowledge management
- Enterprise architecture
- Process optimization.

Initial situation

Hospitality Digital had undergone several years of rapid product development under high pressure, resulting in technical debt, fragmented product landscapes, and lack of strategic IT direction. The CEO had been managing IT on an interim basis, which had led to misalignment between IT, product development, and business support systems. Additional challenges included:

- Incoherent product landscape: Many digital solutions had been developed quickly by multiple external service providers, leading to inconsistencies in architecture, integration issues, and overall poor cohesion.
- Lack of IT governance and cost control: Some service providers had managed to embed excessive personnel within the organization, leading to unnecessary expenses.
- Scrum was present but not fully implemented: Agile methodologies were not being applied effectively, limiting the efficiency of development teams.
- ISO 27001 recertification was due, requiring immediate improvements in IT security and compliance.

Responsibilities

- Member of the extended board
- Member of the Technical Architecture Board of Metro AG
- Taking over the IT organization from the CEO
- Responsible for SaaS product development with approx. 17 teams, business support systems, IT security, and cloud infrastructure (React, Angular, PHP, JavaScript)
- Recertification of the company according to ISO 27001



Actions

- Restructured IT governance, aligning business support systems (CRM, ERP) with product development to ensure a more integrated and strategic approach.
- Optimized external service provider management, evaluating contract efficiency and personnel allocations to reduce unnecessary costs.
- Implemented proper Scrum methodologies, ensuring that agile workflows were followed effectively rather than applied selectively.
- Strengthened IT security and compliance, enabling successful ISO 27001 recertification.

Results

- Stabilization of the DISH platform with a 4x performance gain
- Cost reduction in the DISH Order product by 66%
- Introduction of load tests and an integration test platform
- Taking over development responsibility and securing know-how from external forces through newly hired senior developers
- Bringing in an enterprise architect to build the enterprise target architecture
- Quality improvement in individual products through targeted measures with the new senior developers
- Optimization of the Scrum process with accompanying personnel changes

09.2021 – 02.2022 Interim Consultant - CIO for a planned startup company

Client: WCG GmbH

WCG GmbH is a medium-sized consulting company specializing in business excellence, strategy, and brand development.

- Project | Siegen
- Context: Startup

Core Competencies

- Technical implementation
- Product roadmap development
- Innovation management
- Strategic personnel planning
- Growth planning



• Investor presentation.

Responsibilities and Results

- Planned the technical implementation for after the founding of a startup for the clients of WCG
- Developed a product roadmap and innovative ideas based on extensive experience and existing concepts
- Created strategic personnel and growth plans up to the planned exit
- Presented the technical setup of the solution in meetings with potential investors to support the team

12.2019 – 08.2021 Development Director

StepStone Group - Continental Europe & UK

Stepstone Group is a leading global SaaS job platform specializing in digital recruiting.

Company size: 4000 employees

- Permanent | Düsseldorf
- Context: Internal Merger
- Budget Responsibility: €12 million
- Personnel Responsibility: 65
- Direct Reports: 3

Core Competencies

- IT organizational development
- System integration
- Cloud program management
- Team coordination
- Data center and cloud migration
- DevOps
- Site reliability engineering (SRE)
- Platform development
- Cost reduction.

Initial situation

The merger of StepStone Europe and TotalJobs UK presented significant challenges:



- StepStone was built in PHP, while TotalJobs used C#, leading to conflict over which system to use
- Product development teams had to merge and scale, requiring a platform for 1000+ employees
- Cloud transition efforts needed to continue, as costs remained high due to incomplete migration

Responsibilities

- Building a new internal IT organization to merge StepStone Continental Europe and TotalJobs Group
- Integrating two technology landscapes into a common IT platform for IT product management and marketing
- Leading cloud program management for the StepStone Group
- Coordinating collaboration of over 70 product teams, providing AWS cloud and data center infrastructures
- Planning and executing the migration from a Belgian data center to the cloud

Actions

- Hired a third-party firm to conduct an objective technical due diligence.
- Chose TotalJobs' UK platform, based on data-driven analysis.
- Merged Operations and created a new, common process
- Implemented structured developer training programs, improving cloud development proficiency.

Results

- Fully integrated IT operations within 3 months
- Introduction of Site Reliability Engineering (SRE) in DevOps
- Successful deployment of a platform for product development for 1000 employees
- Reorganized and improved collaboration of 70 product teams
- Providing new AWS cloud infrastructure with 50% cost reduction over 3 years
- Standardizing processes including the ticket process with over 3000 tickets per month
- Successful planning and management of the data center migration
- Reduction of employee turnover to 3%, 20% below the industry average

International Activities

- Regular business trips to Warsaw, Poland, every two weeks
- Occasional business trips to Brussels, Belgium



Occasional business trips to the United Kingdom

06.2017 – 12.2019 Development Director

StepStone Group - Continental Europe

- Permanent | Düsseldorf
- Context: Operational Management
- Budget Responsibility: €14 million
- Personnel Responsibility: 180
- Direct Reports: 3

Core Competencies

- Software Development
- Infrastructure management
- DevOps (SRE)
- E-Commerce
- Process optimization
- Organizational management
- Product development (node.js, PHP (Symfony and some Laravel))
- Hybrid cloud management (AWS)
- Cloud migration
- IT security concepts
- Release management
- E-commerce optimization
- Test automation
- Compliance (GDPR)
- Error reduction
- Problem-solving ability.

Responsibilities

- Taking over the entire organization from the CTO to enable him to focus on the group
- Leading product development with 26 teams
- Managing operations in a hybrid cloud and data center environment
- Completing the cloud migration by converting a lift & shift platform into a cloud-native platform
- Developing and implementing a new cloud-specific security concept

Results

 Increasing the number of releases by 400% through the introduction of a one-click deployment process



- Establishing several thousand service releases per year by delegating to the teams
- Expanding the e-commerce platform with self-service features, increasing revenue from approx. €1 million to €10 million
- Building an automated test framework for CI/CD with approx. 800 test cases running in 45 minutes
- Implementing and enforcing GDPR
- Successfully implementing a new cloud-specific security concept with semi-automated continuous control
- Reducing production errors by 99.95% through the introduction of error reduction sprints
- Resolving major issues between product management and IT by improving mutual understanding

International Activities

- Regular business trips to Warsaw, Poland, every two weeks
- Occasional business trips to Brussels, Belgium
- Occasional business trips to the United Kingdom

08.2015 – 05.2017 Development Director

StepStone Group - Group Components

- Permanent | Düsseldorf
- Context: Operational Management, Reorganization
- Budget Responsibilities: €8 million
- Personnel Responsibilities: 120
- Direct Reports: 2

Core Competencies

- IT organizational development
- IT infrastructure management
- Service-oriented architecture / Microservices
- IT service delivery
- Data management
- Agile software development
- App development
- Platform modernization.



- Set up IT for a new business unit with 17-20 international development teams
- Introduced a service-oriented architecture (SOA) to modularize the monolithic legacy software
- Provided IT microservices for the entire StepStone Group
- Implemented a central data warehouse for improved data analysis and management
- Established agile software development processes based on Scrum and Kanhan
- Managed the development and utilization of a middleware to increase SAP efficiency
- Further developed native apps for iOS and Android in 14 variants
- Modernized the feed platform for automated insertion of approximately
 1500 feeds covering 70% of the content

International Activities

- Regular business trips to Warsaw, Poland, every two weeks
- Occasional business trips to Brussels, Belgium

08.2014 – 07.2015 Interim Consultant

Client: BKM Stahl und Anlagenbau GmbH

BKM Stahl und Anlagenbau GmbH is a medium-sized company specializing in custom-made products and services for the oil and gas industry. The company offers tailor-made steel and plant construction solutions for industrial applications.

- Project | Berkhöpen
- Context: Growth, Networking

Core Competencies

- Digital optimization
- Product presentation
- Service catalog creation
- Network management
- Internationalization.



- Optimized the digital corporate presentation to increase visibility and attractiveness
- Improved product presentation to enhance customer loyalty and sales
- Created a comprehensive service catalog to clearly display the services offered
- Leveraged an international network to expand the customer base and increase company growth
- Internationalized services and products to enter new markets and strengthen global presence

11.2012 – 07.2014 Head of Software Development

New Yorker GmbH

New Yorker is a leading German fashion retailer with 1200 stores in 48 countries.

Company size: 23,000 employees

Permanent | Braunschweig

Context: Operational Management

• Budget Responsibilities: €2 million

Personnel Responsibilities: 17

Direct Reports: 17

Core Competencies

- International software development
- Process optimization
- Software development strategy
- Requirements management
- IT integration management
- ERP systems
- Quality assurance.

- Led international software development for 1000 stores in 40 countries
- Restructured and optimized the software development life cycle through clear processes and guidelines
- Developed a comprehensive software development strategy and guidelines for business intelligence, ERP, and point of sale (POS)
- Built a comprehensive requirements management system for all IT areas



- Integrated software development into existing processes and guidelines such as ITIL, Cobit, and Prince2
- Led the project to replace a self-developed ERP system with Microsoft Dynamics AX, involving approximately 40 external developers
- Built and implemented quality assurance for software and data warehouse

04.2010 – 10.2012 Team Leader Software Development Portal Solutions

Products & Innovation (formerly T-Online), Deutsche Telekom AG

Products & Innovation, formerly known as T-Online, was a significant business unit of Deutsche Telekom AG, specializing in providing broadband internet, digital entertainment, and communication services. The company offered comprehensive DSL internet access and VoIP services in Germany and other European countries.

Company size: Products & Innovation: 1500 employees | Deutsche Telekom AG: 118,000 employees

- Permanent | Darmstadt
- Context: Operational Management
- Budget Responsibilities: €10 million
- Personnel Responsibilities: 50 (internal and external)
- Direct Reports: 2

Core Competencies

- Portal development
- High availability systems
- Customer satisfaction
- Infrastructure optimization
- Configuration management
- Project management
- Scrum
- Streaming platform development
- E-commerce
- Requirements management.

Responsibilities



• Developed and optimized the largest high-availability, general-interest portal in Europe, consisting of up to 30 individual sub-portals, with 26 million customers and 4.5 billion page views per month

Results

- Increased availability from 99.9% to 99.99%
- Improved customer satisfaction by 48%
- Reduced necessary infrastructure by 33% through the use of highperformance delivery servers (Varnish)
- Developed configuration options that allowed 80% of software development to be carried out by non-developers
- Executed large projects with up to 8000 person-days through the introduction of Scrum
- Built one of the first streaming platforms (VideoLoad) and an Erotic Lounge with specially protected content
- Implemented an e-commerce portal for software products (SoftwareLoad)
- Built an integrated requirements management system based on Confluence and Iira

04.2005 – 08.2011 Head of W3C Activities (parallel activity)

T-Online GmbH, Deutsche Telekom AG

- Permanent | Darmstadt
- Context: Standardization

Core Competencies

- Standardization of web technologies
- Integration of mobile and desktop content
- Human-machine interaction
- Representation at international conferences
- Development of web standards
- Introduction of new technologies
- Monetization of innovations.

- Represented Deutsche Telekom AG in the World Wide Web Consortium (W3C) for the standardization of web technologies, integration of mobile and desktop content, and human-machine interaction
- Participated in panel discussions at worldwide conferences as a representative of one of the largest ISPs in Europe (T-Online)



- Contributed to the creation and development of web standards such as XForms, POWDER, HTML 5, and CSS
- Introduced new technologies and methods at T-Online, focusing on their monetization potential

03.2003 – 04.2010 Project Manager Content Management

T-Online GmbH, Deutsche Telekom AG

- Permanent | Darmstadt
- Context: Operational Management
- Budget Responsibilities: €7 million
- Personnel Responsibilities: 6

Core Competencies

- System analysis
- Collaboration with external developers
- Quality assurance
- Requirements management
- Process standardization.

Responsibilities and Results

- Conducted a successful analysis of the existing CMS system to populate T-Online portals, which was then used for another 10 years
- Implemented all development tasks in collaboration with external developers
- Built automated quality assurance
- Set up a requirements management system and a change request board to efficiently prioritize requirements for about 25 portals
- Standardized processes in development and quality assurance

05.2000 – 06.2002 Director of Product Integration

Mozquito Technologies AG

Mozquito AG was a startup company specializing in XML-based web applications that provided intelligent online forms in a client/server configuration.

Company size: 40 employees

Permanent | Munich



- Context: Off-the-shelf Software Development
- Budget Responsibilities: €1 million
- Personnel Responsibilities: 8
- Direct Reports: 8

Core Competencies

- Process optimization
- Software development
- Project management
- Time management.

Responsibilities and Results

 Optimized the entire product manufacturing process from idea to software development to finished packaging on the shelf, which allowed the release schedule to be met for the first time

12.1997 – 04.2000 Head of Internet Department

PolyPort GmbH

PolyPort GmbH was a company specializing in network, general IT, and web services. It offered comprehensive IT services for various business customers and was known for its expertise in providing tailored IT solutions.

- Permanent | Munich
- Context: Strategic Positioning, IT / Organizational Management
- Personnel Responsibilities: 1
- Direct Reports: 1

Core Competencies

- Department development
- Website conceptualization
- Web development
- Customer management.

Responsibilities and Results

 Built the internet department to conceptualize and create websites for the customer base



Education

1993 – 1997 University of Maryland at College Park, Maryland (USA)

- Coastal & Estuarine Science
- Degree: M.Sc.

1990 – 1993 Santa Barbara University, Santa Barbara, California (USA)

- Marine Biology including two research trips to Antarctica
- Degree: <u>B.Sc.</u> (with distinction)

1986 – 1989 Santa Monica College, Santa Monica, California (USA)

• Degree: <u>Associates Degree</u>

1980 – 1984 Fachoberschule München (Germany)

• Degree: <u>Fachabitur</u> (Technology)

Further training

2022 / 2023 The Human Impact Group – Executive Coaching

2018 / 2019 THM – The Business Training People:

Management Success Training

2016 Successful Interview Techniques and Structures

Foreign languages

German: Native languageEnglish: Native levelItalian: Basic level

Volunteer Work and Personal Interests

- Active member of the volunteer fire department
- Golf
- BBQ and cooking



References

Contact information and reference letters available upon request

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