

Markus Eberius

Interim CIO / CTO / | IT Leadership, Digital Transformation & Restructuring

Availability: immediate · Willing to travel: international



Profile

Comprehensively certified interim IT executive (CIO/CTO) and former Managing Director with over 25 years of leadership experience at the business/technology interface. Distinctive dual expertise spanning reliable end-to-end IT management of ongoing operations (Run IT) and crisis-proven restructuring as well as agile transformation (Change IT). Demonstrable success in leading international tech organizations (up to 54 employees), steering business-critical IT budgets (up to €23 million p.a.) and in vendor management. Industry focus: Tech, Retail/E-Commerce, Logistics and Services.

Core Competencies (Run & Change)

- **Holistic IT Leadership & Governance:** IT infrastructure, global data centres, software development, cloud and IT security – end-to-end run responsibility.
- **IT Turnaround & Crisis Management:** Restructuring of large-scale projects that have gone off track; safeguarding critical platform migrations ahead of go-live.
- **ERP & Enterprise Transformation:** Management and migration of global system landscapes (SAP S/4HANA, SAP RISE, Microsoft Dynamics 365).
- **Budget & Performance Management:** OPEX/CAPEX planning, IT controlling and structural development of IT teams.
- **Digital Innovation & AI:** Design and implementation of enterprise-wide AI strategies, including initial productive use cases.

Selected Successful Interim Mandates

Interim CIO / Head of Central Project Management · Emons Group, Cologne · 08/2025 – 02/2026 (7 months)

Logistics · 3,100 employees · €750 million revenue · IT budget €10 million · Team of 40

- **Mandate:** Assumption of overall IT leadership in ongoing operations while simultaneously restructuring the struggling Central Project Management unit.
- **Achievements:** Stable line IT (infrastructure, security, SAP S/4HANA). Turnaround of the Central Project Management unit through new governance and resourcing rules – project lead times reduced. TMS evaluation and establishment of the enterprise AI strategy.

Interim CTO · Tom Tailor GmbH, Hamburg · 02/2023 – 09/2024 (19 months)

Fashion & E-Commerce · 3,000 employees · €700 million revenue · IT budget €23 million · Team of 50

- **Mandate:** Leadership of the global IT infrastructure (30 countries) and agile transformation of rigid business interfaces.
- **Achievements:** Reliable run of the global systems (security, PIM, ERP, e-commerce). Migration preparation SAP RISE → S/4HANA. Silos broken down through agile methods.

Interim CTO · E.M.P. Merchandising GmbH, Lingen · 01/2022 – 11/2022 (11 months)

Retail & E-Commerce · 700 employees · €200 million revenue · IT budget €10 million · Team of 50

- **Mandate:** Operational department leadership and technical crisis management immediately ahead of a business-critical ERP switch.
- **Achievements:** Stabilized the team during a high-stress phase and secured data and process compliance. Go-live of MS Dynamics 365 achieved, including reliable management of the hyper care phase.

Qualifications & Certifications

- **Agile Expert (Scrum.org):** Professional Scrum Master II, Product Owner II, PAL-EBM, Scaled Professional Scrum.
- **IHK Examiner & Languages:** Official examiner for IT specialist professions. German (native speaker), English (business fluent).

Projects

Company

The Emons Group is a family-owned logistics and freight forwarding company founded in 1928, with its headquarters in Cologne. It operates over 120 locations in 15 countries and employs around 3,100 staff members. Its core business areas include road, rail, air, and sea freight as well as customs and warehouse logistics. Emons is also well known for specialized transport services. The company places great emphasis on innovation, sustainability, and digital solutions.

Number of employees: approx. 3,100

Staff responsibility: 40 employees

Budget responsibility: approx. €10 million p.a.

Annual turnover: approx. €750 million

Industry: Freight forwarding and logistics

Project type: IT Management

Role: Chief Information Officer (Interim)

Project period: 01/08/2025 – 28/02/2026

Project duration: 6 months

Situation / Task

Temporary management of the IT department as Interim CIO

Implementation:

- Responsible for infrastructure, data center, software development, and system operations (IT security, ERP (SAP S4H), CRM, EDI, Seeburger, TMS, DWH, CMS, etc.)
- Advisory role in managing external service providers
- Responsible for staff development in the IT department
- Budget controlling and budget planning
- Leading support of internal IT teams
- Coordination and support of various project teams
- Leading the planning and preparation of IT projects
- Evaluation and preparation for the implementation of a new Transport Management System (TMS)
- Development of AI strategy and tailor-made AI solutions

Project Type: Central Project Management (PMO)

Role: Interim Head of Central Project Management

Duration: 01/12/2025 – 28/02/2026

Project duration: 3 months

Implementation:

- **Assessment:** Conducted a comprehensive analysis of the current state and operational workflows.
- **Restructuring:** Redesigned organizational structures and established a new framework of governance and guidelines.
- **Process Optimization:** Improved project lead times through advanced resource planning and allocation.
- **Performance Tracking:** Implemented robust control mechanisms for budget monitoring and target achievement (KPIs).

Company

Tom Tailor GmbH - Headquarters in Hamburg/Niendorf

The "Tom Tailor" brand is available in more than 400 company-owned retail stores as well as through its own online stores. In addition, the brand is sold through around 170 franchise stores, 2,400 shop-in-shop spaces (at key accounts) and 7,100 multi-label outlets. In total, the "Tom Tailor" brand is represented in over 30 countries and at more than 11,000 points of sale around the world.

Number of employees: approx. 3000

Personnel responsibility: 50 MA

Budget responsibility: approx. 23 million € p.a.

Annual turnover: approx. 700 million €

Industry: Retail/E-Commerce

Project type: IT management

Role: Chief Technical Officer (Interim)

Project period: 13/02/2022 – 30/09/2024

Project duration: 19 months

Situation/Task

Temporary management of IT as interim CTO.

Implementation:

- Responsible for personnel development in IT
- Responsible for the areas of infrastructure, software development and business consulting
- Budget controlling and budget planning
- Leading support of the internal IT teams
- Coordination and support of different project teams
- Leading the planning and preparation of IT projects
- Lead support in the development of a new project management between IT and business
- Preparation for SAP RISE move → S4H
- Development of AI strategy and tailor-made AI solutions

Company

E.M.P. Merchandising Handelsgesellschaft mbH is a German merchandising company with headquarters in Lingen. Other company headquarters are in Sweden, the United Kingdom, Italy, France, Spain and the Netherlands. The abbreviation EMP stands for Exclusive Merchandise Products.

Number of employees: approx. 700

Personnel responsibility: 50 MA

Annual turnover: approx. 200 million euros

Industry: Trade/E-Commerce

Project type: IT management

Role: Chief Technical Officer (Interim)

Project period: 07/01/2022 – 30/11/2022

Project duration: 11 months

Situation/Task

Temporary management of IT and technical and process consulting for the implementation of ERP D365

Implementation:

- Assume role of technical advisor to internal C-level as well as internal project management (Microsoft D365).
- Management of the IT department
- Leading the planning of the personnel development IT for the following 3 years
- Leading the planning of the OPEX and CAPEX budget for the next FY (IT)
- Analysis and review for compliance and homogeneity of processes, (security) policies and data
- Technical support of the teams in the areas of infrastructure, software development and business consulting
- Lead support of the internal IT team until go live of the new ERP system landscape (Microsoft D365)
- Support of the project team in end-to-end testing, acceptance testing, cut over planning, user training.
- Support in planning and preparation of the "Post Go Live" / "Hypercare" phase.

Company:

Djoser Travel has been offering long-distance travel through direct sales since 1993. These trips are a mixture of group, study and individual travels.

Number of employees: 24

Personnel responsibility: 50 MA

Annual turnover: approx. 12 million euros

Industry: Tourism

Project type: Hardware, software, network

Role: Project manager (in the function as managing director)

Project duration: 4 months

Situation/Task

Migration of the entire local corporate IT infrastructure incl. telecommunications to the Telecommunications to the group's cloud system.

Implementation:

- Analysis of the entire IT and telecommunications landscape.
- Creation of the roadmap for the system change in cooperation with the service providers.
- Project Budgeting and Controlling
- Structure definition in cooperation with the group

Result:

The entire infrastructure was integrated into the Group's cloud system. Collaboration within the group became much more effective thanks to the uniform telephone system and the shared server landscape. Employee satisfaction was significantly increased, and support costs were reduced for IT in the long term.

Project type: M&A sale

Role: Coordinator & Mediator (in the function of de facto managing director)

Project duration: 8 months

Situation/Task

Due to health problems of the entrepreneur, the company was to be sold.

Implementation:

- Company analysis with compilation of all relevant facts and data to evaluate the company.
- Accompanying function and mediator during meetings with lawyers and business lawyers.

- Motivational meetings with employees during the sales process
- Direct mediator between seller and buyer

Result:

The company takeover was successfully completed. For the employees and the management, the company takeover had no negative consequences, so that productivity and motivation could be increased.

Project type: offline/online marketing, software development

Role: Project manager (in the function as managing director)

Project time: start phase 6 months (then continuous process)

Situation/Task

Change of the mostly offline marketing strategy to a balanced mix between offline and online marketing.

Implementation:

- Training of marketing staff on online marketing in workshops.
- Formation of a project team of employees and service providers for the purpose of defining suitable online marketing channels
- Development of Google Ads, display and remarketing strategy
- Integration of social media marketing such as Facebook, Instagram, Twitter, Pinterest, etc.
- Selection of affiliate marketing providers and implementation of advertising campaigns
- Adaptation of the website and CRM system to the new requirements
- Creation of the annual roadmap for the interaction offline /online marketing
- Determination and distribution of the marketing budget to the offline/online measures
- Controlling of the budget and monitoring of the measures with budget adjustments if necessary
- Controlling and quality assurance of the partial implementation by service providers

Result:

Significant increase in website visitors and visibility on the web. Increase in customer inquiries with simultaneous reduction in total costs.

Project type: Process optimization, software development, IT

Role: Project manager (in the function as managing director)

Project duration: Start phase 6 months (continuous process thereafter)

Situation/Task

Most of the customer communication was not standardized across departments and was mainly handled by mail. Develop IT system to digitize all customer communications.

Implementation:

- Creation of a project plan considering timing, costs and available human resources.
- Analysis of the various communication processes
- Development of standardized and optimized communication processes in project teams
- Creation of the roadmap for the software development.
- Controlling of the various software service providers during implementation
- Controlling of the development processes and the cost plan

Result:

Customer communication was handled exclusively via digital channels. Rare exceptional cases that could not be mapped were excluded. Employee and customer satisfaction was significantly increased by standardizing and simplifying communication.

Project type: Purchasing, Sales and Risk Management

Role: Project manager (in the function as managing director)

Project duration: 7 months (annually recurring process)

Situation/Task

International purchasing of tourism services at more than 60 agencies worldwide incl. price calculation of end products considering currency risks.

Implementation:

- Product development/product changes with the operations team.
- Controlling of product requests and offers from the agencies.
- Monitoring of the required currencies and currency analyses over 10 years
- Price Negotiation and product corrections
- Final price calculations of the end products considering the currency risk.
- Hedging of the most important currencies in particular the US dollars with different option models

Result:

Above average prices in the market segment with additional currency gain on average.

Project type: Software development, IT

Role: Project Manager (in the function of Commercial Manager)

Project duration: 6 months

Situation/Task

To adapt and further develop the proprietary booking / CRM software developed in the Netherlands to the needs of the German market during ongoing operations.

Implementation:

- Formation of project team, finance, operations, sales, IT.
- Evaluation of the incorrectly mapped processes in the software incl. presentation of the correct processes
- Revision of the financial reporting as well as correction of the invoicing and processes incl. interface development to the accounting system (Datev)
- Creation of the roadmap for the development teams of the service provider
- Controlling and quality assurance of the software development
- Monitoring of the budget (approx. 400T€)

Result:

The system was adapted to the company's needs and the old accounting system was discarded. Employee satisfaction was improved in the long term, due to the improved functions and process flows.

Company:

Messe Frankfurt is the largest German trade fair company. The group has a global network of 28 subsidiaries, five branch offices.

Number of employees: over 1500 MA

Annual turnover: 738 million euros in sales (2019).

Industry: Trade fairs and events

Project type: Software development, IT infrastructure, product development

Role: Project Manager Development and Sales (IT Product Development and System Management)

Project duration: 6 months

Situation/Task

Messe Frankfurt wanted to provide visitors with a digital navigation system in addition to the usual hall plan in order to make their visit more time-efficient and optimized.

A system had to be developed which does not work based on GPS, because in halls with several floors, the GPS cannot detect the differences in height.

Implementation:

- Expansion of the Wlan network for triangulation in all halls and levels.
- Development of software based on the operating system Microsoft for mobile devices, in cooperation with the Fraunhofer Institute.
- Optimization of the hall layout system for overlaying with the WLAN network
- Distribution planning of the navigation system through the existing online system both as a download and as a rental device during the fair visit.

Result:

The navigation system based on the Wlan network was successfully developed and made available to the visitor as a new service.

Project type: Business development, strategy, software development

Role: Technical project manager (reporting directly to the management)

Project duration: 2 years

Situation/Task

The increasing importance of the Internet as a medium for buyers and trade visitors in connection with a trade fair visit prompted Messe Frankfurt GmbH to launch the business portal productpilot.com at the beginning of 2006. The aim was to offer an up-to-date search function for exhibitor companies and products for all Messe Frankfurt events and thus to develop an online trade fair. The development of the portal and the associated complexity of tasks placed high demands on conception and implementation in the areas of technology, web design, communication (exhibitors, visitors, internal) as well as content and traffic generation, especially in the launch phase, but also beyond.

Implementation:

- Technical concept development of one of the portals for Messe Frankfurt as well as its project planning and concept implementation.
- Development of a business model including a business plan and the associated cost planning.
- Negotiations with service providers about the necessary software development, necessary hardware and performance specifications of the systems, design development and elaboration of the necessary contracts until signing.
- Budget responsibility for the technical development and operation of the portal
- Coordination and management of Productpilot.com's external development work
- Approval of the portal software in the run-up to the market launch
- Responsible design and monitoring of the server operation of Productpilot.com
- Participation in the creation of argumentation and workshops for the establishment of the portal within the Messe Frankfurt group and with customers
- Supporting the management in discussions and negotiations with other trade fair companies for the purpose of establishing a new company for Productpilot.com
- Presentation of the portal to associations and advisory boards
- Presentations to the representatives of international subsidiaries and foreign agencies

- Assisted management in developing contracts and processes with Asia Holding Messe Frankfurt for the distribution and launch of Productpilot.com in Greater China.

Result:

After a successful development phase, the portal was launched internationally and spun off as an independent company as a 100% subsidiary.

Interim Mandates

08.2025-02.2026	Emons Service GmbH Interim Chief Information Officer Personnel responsibility 40 MA / Budget responsibility approx. 10 Mio € p.a
02.2023-09.2024	Tom Tailor GmbH Interim Chief Technical Officer Personnel responsibility 50 MA / Budget responsibility approx. 17 Mio € p.a.
01.2022-11.2022	E.M.P. Merchandising Handelsgesellschaft mbH Interim Chief Technical Officer Personnel responsibility 50 MA / Budget responsibility approx. 10 Mio € p.a.

Permanent employment

05.2011–03.2021	Djoser Reisen GmbH General Manager All tasks of the managing director of a medium-sized group tour operator (sales approx. 10-20 million) About Djoser: Since 1992 Nord Djoser Reisen inexpensive round trips with a lot of individual freedom and a dash of adventure in Asia, Africa, Latin America, Europe, the Orient and Oceania! Main Topics • Company development • Marketing online/offline • Finance • IT • Tourism Management • Distribution • Human resources
10.2009–04.2011	Djoser Reisen GmbH Commercial Manager About Djoser: Since 1992 Nord Djoser Reisen inexpensive round trips with a lot of Individual freedom and a dash of adventure in Asia, Africa, Latin America, Europe, the Orient and Oceania! Main Topics

- Member of the company management
- Director of the marketing department
- Finance director
- Director of the booking– and service department
- Responsible for the marketing strategies, print, online marketing, social media, press and brochures
- Development of the business plan and the corresponding cost planning
- Responsibility for the staff of 20-25 employees
- Controlling of all IT processes

2007-2009

Messe Frankfurt Venue GmbH & CO.KG

IT Manager/Consultant Product- and Systemdevelopment

Main Topics

- IT Consultant for the scope exhibitor and visitor services
- Development of IT Products for exhibitor and visitor service
- Development of Global Data Management, emphasis visitor data
- product and strategy development within subprojects of the relaunch Messe Frankfurt Web Sites
- Developing of a fairground navigation system for customers

2005-2007

Productpilot GmbH - 100% subsidiary of Messe Frankfurt/

Messe Frankfurt Medien und Service GmbH Frankfurt

Director Operations and Development

Main Topics

- Building up of the business department Productpilot
- Technical development of the B2B portal Productpilot, www.productpilot.com
- New product development for the portal Productpilot
- Cooperation in developing the calculation of economic efficiency of Productpilot for the years 2005-2008. Responsibility for million budget
- Cooperation in workshops for design development with the executive managers, department executives and service providers
- Cooperation in elaborating argument papers and workshops to establish the portal within the group Messe Frankfurt and among the customers
- Presentation of the portal at organizations and advisory boards
- Presentation for the representatives of the international subsidiaries and foreign branch offices in English
- Corresponding activities to gain the subsidiaries and foreign branch offices as a marketing/distribution channel of the Messe Frankfurt for Produktpilot.

- Supporting activities for the executive management in developing the contracts and procedures with the Asia Holding Messe Frankfurt according to marketing and market introduction of Productpilot in Greater China.
- Supporting activities for the executive management in elaborating a plan for the cooperation with Textination, the online-portal of the textile association. Accompanying activities in negotiations and discussions with the executive management of Textination and the management board of the textile association.
- Supporting activities for the executive management in discussions and negotiations with other fair societies for the purpose of a new enterprise foundation for Produktpilot.
- Development of an international invoicing process for Produktpilot in cooperation with the controlling and the executive management.

2004-2005 **Messe Frankfurt Medien und Service GmbH Frankfurt**
IT Specialist in the Publishing Services Department

Main Topics

- Optimization of mass mail systems e-Fair
- Elaboration of a legal dispatch of mass mails to customers of the Messe Frankfurt according to current European directives and American laws in cooperation with the legal department of the Messe Frankfurt.
- Presentation of the necessary technical modifications of the existing IT systems for the legal dispatch of mails for in education and marketing purposes on the level of department leaders and expert leaders.
- Development of technical plan for an online portal of the Messe Frankfurt and projecting and realization of that plan.
- Development of a business model including a business plan and the corresponding cost planning.
- Negotiations with service providers concerning the necessary software development, necessary hardware and performance specification of the systems, design development and elaboration of necessary contracts until the moment of signature, in cooperation with the central purchase department and legal department of the Messe Frankfurt.
- Server planning of database hardware and software including financial negotiations and purchase.
- Organization of a server move from Bremen to Frankfurt
- Programming of modules to filter data and to verify database exportation.
- Consulting within the department publisher's services with regard to all IT questions.

2003-2004 **KEC-Systemhaus**
External Consultant

- Presentations in workshops: networks and network security
- Consulting activities in building up and developing a new marketing structure for the enterprise

2000-2002 **freeway GmbH**
Managing Director
Branch : Internet

Staff responsibility 15 employees / budget responsibility approx. 4 million € p.a.

Main Topics

- Elaboration of enterprise strategy
- Lectures at fairs and events
- Contract elaboration and negotiations with business partners and customers
- Product development
- Decisions concerning marketing planning
- Expert consulting and accompanying of the enterprise's lawyer

1997-2000

freeway GmbH

Technical manager / authorized signatory

Branch : Internet

Staff responsibility 10 employees / budget responsibility approx. 2 million € p.a.

Main Topics

- Development of network structures and net planning in the WAN/LAN area (Wireless Lan / Lucent, Cisco Router, Ascend Router, Bintec Router, Switches, Hubs, Windows NT/Windows 2000/Linux/Unix etc.)
- Development and implementation of security structures (Intrusion detection, Firewall Checkpoint/Viruswall, Genua etc.)
- Construction and networking of the first IP Cisco telephone installation in Europe, authorized by Cisco Europe
- Development and planning of shop solutions in the area of B2C and B2B
- Project management software development IP accounting software
- Project management software development of telefonie accounting software in cooperation with the DTAG and the Telesens AG
- Complete responsibility for the own electronic data processing centre
- Purchase of the necessary hardware and software for the projects (negotiations with sellers)
- Contract negotiations and conclusions with the customers

1996-1997

freeway GmbH

Network administrator / programmer

Branch : Internet

Main Topics

- Network administration of the own electronic data processing centre
- Programming of software for internet access

1994-1996

Justus Liebig University of Giessen

Student assistant at the electronic data processing centre

Main Topics

- Responsible for the Novell-Microsoft network of the student's user rooms
- Support of the administrators of the main data processing centre in the area of Unix (AIX, SUN Solaris, Linux)
- Lectures for students (MS Word and Excel)

Qualifications

2021 Certified by Scrum.org : Professional Scrum Master II, Professional Scrum Product Owner II,

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Scrum Agile Leadership, Scrum Master, Scrum Product Owner, Professional Agile Leadership
- Evidence-Based Management, Scaled Professional Scrum, Professional Scrum™ with
Kanban

2008	Certificate - Creative and Analytical Problem-Solving Techniques (Academy Messe Frankfurt)
2005	Examiner (IHK) for all Fachinformatik professions
2004	Qualification for training (IHK)
2000	IT Specialist (IHK)
1986- 1996	Study of physics and mathematics

Languages: German: native speaker, English: business fluent

Private:

Date of birth: 20.07.1966

Marital status: married, 2 children

Hobbies: tennis, skiing, water skiing, golf, inline skating, traveling