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CAREER SUMMARY:

Innovative executive with 25+ years of proven visionary leadership and execution experience. As a positive disruptor my focus is on how to improve or reinvent existing business models and revolutionize markets. Bridging vision with real world execution, I successfully implemented market innovations - unleashing exponential growth. Since 1999, the projects and ventures I had the privilege to lead, paid more than $1 Billion in direct profits to the investors.

WORK EXPERIENCE:

January 2004 – Current
Co-Founder and Managing Partner of Plexus LLC / Plexus Consulting L.L.P

Projects included "Tiwi Beach Hotel", Transport companies, Tour Operators, Kenya Data Networks Ltd., Google Inc., Computer Frontiers International and the Nashua One Project.
Provided: more than $ 1B in net value to the investors behind these projects.
Currently managing and expanding the company from its new HQ in Brownsville, Texas in partnership with BMC. Latest Plexus project is to manage, structure and grow a large franchise group as Consulting CEO.
www.plexus-group.com

February 2012 – February 2015
Access Field Development Director, Google Inc.

- Developed and presented to the Google CEO a business plan to meet Google's goal of providing High Speed Internet to the 5 billion unconnected people globally. Created a plan which delivers high speed fiber and wireless links in emerging markets by implementing a novel pricing and roll-out structure, challenging existing models and tapping into a $ 300B market
- Proof of Concept completed in 2013 with success of first developing country pilot; coming in under budget and reducing years to profitability by half
- Initial Budget of presented business case: $ 3.7B
- Staffing compliment under my direction: Current 50 ramping to 300 by mid-2015
- Integrating multiple standalone projects to fulfill the goal within a five year horizon.

March 2011 – February 2012
Chief Strategy Officer, Reunert/Nashua

- Took this industry group to the next level with innovative converged offerings and a strategic repositioning to compete head-to-head with major telecoms providers, disrupting the second largest Telecoms market in Africa.
- Identified several M&A targets and lead acquisitions through DD, negotiations and integration.
- Integrated back-end and joint customer-facing sales forces of 5 existing operating companies and newly acquired companies into Nashua Group in one year, against the initial project plan which spanned 40 months. Achieved integration, for a fraction of anticipated costs, realizing an annual savings of $ 38M on back-end costs.
- New business models opened revenue opportunities of $130M monthly

March 2008 - March 2011
Group Executive Altech East Africa (60% Holding of KDN and 5 other Operating Companies in East Africa)

- After the purchase of KDN by Altech, responsible for integration of the company into the Altech Group in East Africa, unlocking more than $ 20M from synergies while increasing profitability of KDN by more than 500%.
- Recruited and trained new management team to maintain a successful, sustainable business model after my departure.

June 2004 – March 2008
Managing Director and CEO, Kenya Data Networks Ltd. (KDN)

Initially sent in as a consultant to determine the shut-down strategy for KDN as an ISP. Instead presented a plan to the investment group whereby with an increase of the total investment profile to $ 4M, the company could be revived with a new market strategy.

- Re-built the company from start-up phase to be the leading Carrier of Carrier in the East African region in 4 years.
- Established KDN as a leader in Commercial Leased lines, Frame Relay and Metro Ethernet based Services in the Kenyan market.
- Planned, secured vendor financing, and oversaw the laying of over 5,000 kms of fiber cables in Nairobi and other major cities/towns, establishing the first fiber backbone for East Africa and the first Metro IP/MPLS Cloud in East Africa.
- Created new network architecture principles, which have been adopted by companies like Alcatel Lucent.
- Applied Airline Yield Management principles into the ICT sector creating new and highly profitable business cases with high retention value.
- Oversaw the sale of 51% of KDN's equity for $ 85M + earn-out to Altech, returning $80M to shareholders, in less than 4 years while retaining 49% of the business.
- The valuation of the company increased to over $240M, in 2009 when valued independently for earn-out calculations
- Total return to initial shareholders of $ 236M in less than 5 years

April 2000 – June 2004
CEO & CIO, African Safari Club Group of companies including African Safari Airways, Starline Cruises, Skytrails Ltd. and 14 more group companies

Took this vertically integrated group of travel related companies, which was which was $ 150M in debt, and in less than 2 years became cash positive. Achieved the turnaround of the Group, re-establishing it as the leading Tour Operator in East Africa. Market Cap at the end of the engagement in excess of $ 500M.

- Right-sized staff from 4,800 to 2,600 staff over 10 middle- to high-class hotels with approx. 2.500 beds, 6 safari lodges and camps in the major national parks of Kenya while increasing occupancy rate and customer satisfaction.
- Managed the group's International Airline, "African Safari Airways," including the change of main fleet aircraft from DC10 to Airbus A310.
- Modernized and grew the domestic airline "Skytrails," with a fleet of 7 aircrafts.
- Managed the logistics and transport subsidiary owning a fleet of 150 vehicles including cars, buses and truck and contracting close to 500 vehicles during peak seasons.
- Invented new logistic systems to increase yields for the airlines and the transport departments. These systems did not only optimize traditional logistics systems but created new revenue streams from accumulative, fringe revenue streams.
- Re-invented the groups Marina as a profit center not only maintaining the internal fleet of 8 fishing boats, 2 yachts and 5 sailing boats but offering maintenance and mooring services to the public. This included the planning and construction of a dry dock in Mtwapa Creek.
- Managed the operations of two cruise ships, sailing the Indian Ocean, and the Nile River

December 1999 – April 2000
Marketing Director CMO & CIO, African Safari Club

- Data gathering and ground work for turnaround.
- Grew agency network, established a direct retail channel
- Planned and created an interactive online presence including a loyalty club and self service abilities
- Recruited new Marketing Director
- Wrote and handed over plan to create an agency network peaking at 18 000 agencies in 2003

- **April 1998 – April 2001**
  Chairman, WULFF® EDV-Systemhaus AG, Germany
  May 1987 – April 1998
  Managing Director and Owner (President) of Wulff® EDV-Systemhaus

WULFF EDV Systemhaus AG is a solution provider for networks, hardware and software, business/management consulting and IT audits. The group is well known for its "cluster-approach" covering everything from the planning stage up to the completed installation and maintenance.

- Founded and built this company to a company ready for IPO with revenues in excess to 90M DM
- Became the second largest ICT solution provider in Southern Germany
- Operated a highly efficient company with only 12 Employees

EDUCATIONAL BACKGROUND

1995 - 1997	PhD in Economics, Switzerland
1991 - 1993	Bundesuniversität Neubiberg, WOW (Economics & Computer S.)
1989 - 1991	Offizierschule der Luftwaffe, (Air Force Academy)

SPECIAL KNOWLEDGE AND SKILLS

- Commercial Pilot License (FAA), UK PPL with ratings, Kenya CPL
- Excellent German and English written and spoken, basic knowledge French
- F&B training

INNOVATIONS

- First to introduce full “build to order” PCs in 1985
- First PC manufacturer with 3 years unconditional warranty
- Lean production innovations in car manufacturing
- Novell / IBM Mainframe seamless connectivity in LAN and WAN environment
- Investment goods marketing using VR technologies (PhD Thesis)
- New yield management in the charter airlines operations
- First airline with full “build your own meal” in every class
- Excellent companies: How teams outperform through self-control and culture
- Yield management in telecoms infrastructure
- Social compacts and social networks as sources of wealth and revenue