

CURRICULUM VITAE Marcel Ruf



Seerietweg 7
8155 Niederhasli

+41 44 586 97 98
marcel_ruf@bluewin.ch

born May 19th, 1962, Swiss
no children

SUMMARY

General Management profile, bachelor degree in business administration, 20+ years leadership experience in global IT companies covering systems integration, outsourcing, consulting, education, software, hardware, professional services. In-depth track record as Sales and Market Development Representative, Business Development Manager, Chief Operating Officer, Chief Finance Officer and Chief Executive Officer. Experienced in reorganization, restructuring, change management / transformation, go to market strategy, sales process development, sales efficiency and enablement, strategic account management and operational excellence. Cultural diversity, management and leadership experience from working and living in the Netherlands, England and Eastern Central Europe / Commonwealth of Independent States (CIS) including Russian Federation.

STRENGTH

Make vision tangible. Analyze, structure define strategy and reflect. Plan, prioritize and build capacity. Lead to inspire. Manage to achieve. Passion for vision, customers, employees and technology. Multi cultural social competency. Comprehensive cross functional expertise.

CAPABILITIES

Proven history of building successful business strategy, leading execution, managing and achieving double digit growth and profit through people. Demonstrated profound knowledge of business and finance processes so as project management by (i) designing and executing EMEA masterplan for integration of acquired businesses and (ii) standardizing processes for Shared Services Center handling. Track record of managing change and transformation.

EXPERIENCE

11/2015 – today Start-up Consulting and Business Development @ my-ruf

Managing own portfolio of start-up opportunities.

2005 – 2015 Oracle (up to 2010 Sun Microsystems), Switzerland and CIS including Russian Federation

12/2013 – 10/2015 Business Development Manager, Systems CIS (Oracle), Moscow

Senior Leadership and Management Capacity to CIS Cluster Leader and Management Team in order to ensure continuity, consistency, successful transition, organizational and business transformation & development. Deputy of the CIS Cluster Leader for Oracle Systems.

Successful design, implementation and execution of CIS growth strategy accounting for double digit YY growth in bookings/revenue and margin improvements in Fiscal Year 2015 ending May 31st, 2015. Results achieved despite geo-political and economical worries, declining GDP and currency erosion.

06/2013 – 11/2013 Interim Managing Director, Systems CIS (Oracle), Moscow

Leading Oracle Systems (Servers, Engineered Systems, Storage & Tape) for CIS through Q1 and Q2 of Oracle's Financial Year 2014. Successfully designed, implemented and executed turn-around strategy accounting for double digit QQ bookings/revenue and margin growth achieved under negative market sentiment driven by global political and economical worries. Improved business governance, controls and transparency.

Q1FY14 (ending August 31st, 2013): 20% QQ growth at high level of forecast accuracy, exceeding expectations.

Q2FY14 (ending November 30th, 2013): 32% QQ growth at high level of forecast accuracy, outstanding performance.

08/2011 – 05/2013 Business Development Manager, Hardware EE&CIS (Oracle)

Managing Business Development and Demand Generation for Hardware in Central & South Eastern Europe and CIS. Concluded sales efficiency and effectiveness study improving revenues and margins. Designed and conducted Sales Strategy & Account Planning for CIS in order to focus and maximize sales investments & efforts.

Assessed and promoted by the EMEA Promotion Board to IC5 grade in 2011.

04/2009 – 08/2011 Business Operations Manager CIS (Sun / Oracle), Moscow

Managing day to day business. Driving all aspects of Sales Operations.

Successful Change in Control, Legal Entity Integration and Business Transition & Transformation after Oracle's acquisition of Sun Microsystems.

03/2008 – 03/2009 Chief Operating Officer CIS (Sun), Moscow

Senior Leadership and Management Capacity to CIS Managing Director and

Management Team.

Designed and implemented measures to improve effectiveness and efficiency of Management Structure, Mode of Operation, Business Discipline, Governance and Controls.

Restored senior Management credibility for managing the CIS business at high and reliable forecast accuracy.

***11/2005 – 05/2008 Chief Financial Officer Switzerland (Sun), Volketswil
(up to 10 direct reports)***

Profit & Loss responsibility. Strategic Business Planning (Growth & Profitability, Go To Market Strategy, Business Model, Execution and Governance). Financial planning and analysis. Business and Financial Systems. Professional Services Project Contracting, Pricing and Controlling. Sales Compensation planning and settlement.

Financial reporting and compliance in accordance to US GAAP, SOX, Local GAAP, Swiss Tax and Commercial Regulations for Swiss and International (Commonwealth of Independent States) sales and professional services business.

Deputy of CEO for Swiss Legal Entity.

Profitable Business Growth to over 200M\$ of annual products and services revenues. Successfully leading integration of StorageTek and Seebeyond acquisitions including restructuring and reorganization leveraging business synergies. Transition and transformation of accounting and commissions functions to European Shared Services Centers. Successfully implementing and managing SOX compliance. Negotiating and managing Swiss Cost Plus Tax Agreements for non local business functions.

2005 Tax Auditor, Kantonales Steueramt, Zürich

Independently and successfully auditing complex tax matters after short induction into Swiss tax law and tax practice.

**2001 – 2005 BMC Software, EMEA Head Quarters Amsterdam, Swiss Legal Entity
Volketswil**

***2004 – 2005 Consultant for Sarbanes Oxley SOX at EMEA Head Quarters, the
Netherlands***

SOX implementation for EMEA Head Quarters. Mapping, designing, documenting and releasing business processes for SOX compliance.

***2001 – 2004 BMC Software GmbH, Chief Financial Officer, Volketswil
(2 direct reports)***

Profit & Loss responsibility. Strategic Business Planning (Growth & Profitability, Go To Market Strategy, Business Model, Execution and Governance). Financial planning and analysis. Professional Services Project Contracting, Pricing and Controlling. Payroll, Sales Compensation planning and settlement, Sales Operations, Human Resource and Legal Council. Business and Financial Systems, Internal IT.

Financial reporting and compliance in accordance to US GAAP, Local GAAP, Swiss Tax and Commercial Regulations.

Deputy of CEO for Swiss Legal Entity.

Restored Financial Accounting, Invoicing and Bad Dept positions. Profitable Business Growth to over 25M\$ of annual products and services revenues.

1999 – 2001 Manager Finance & Support IBM Schweiz – IBM Global Services, Zurich-Altstetten (up to 16 direct reports)

Leading Financial Planning and Analysis, Pricing and Commissions for IBM's Learning Services, Consulting Services, Professional Services, Strategic Outsourcing, Integration Services and eBusiness Hosting Services. Managing Business Systems.

Designed and implemented Project Controlling and Reporting for monitoring more than 600 concurrent projects. Successfully completed on the job IBM Basic Blue Management training.

1993 – 1998 Commercial Director, Eugen Schäfer AG, Dielsdorf (up to 7 direct reports)

Responsible for Financial Planning & Analysis and Operational Accounting in accordance to Swiss local GAAP, HR, Welfare, Insurances, Payroll, Business Systems, IT infrastructure and business administration. Managing real estate department with more than 1000 leasing assets.

Restoring General Ledger, Financial and Cost Accounting. Successful Internal and External Audits. Evaluation and implementation of new Real Estate Management System (Rimo R4), new Financial and Cost Accounting system (Abacus Business Software) and IT network for 16 workplaces.

1988 – 1993 Sales and Market Development Representative IBM Switzerland, Zurich

2 years Market Development Representative responsible for Market Analysis, Segmentation and Strategic Partner Alliances in the Swiss Constructions Industry growing IBM presence and marketshare.

3 years Sales Representative responsible for national and international customers, overachieving yearly Sales Targets / IBM Hundred Percent Club.

1 year IBM Sales School for Technologies, Products, Services, Negotiation and Selling Skills.

EDUCATION

ongoing	Several postgraduate training courses in controlling, finance management, direct marketing, project management, personality training, real estate management, IT, Infomentis Account Strategy & Planning (ASP), Sales Target Assurance Planning (TAP), Russian and Programming
2001 – 2002	BMC Leadership Program 1 & 2 (general leadership, manage performance, balanced scorecard)
1999 – 2000	IBM Basic Blue, management training (12 months)
1988 – 1989	IBM Sales School (selling, negotiation and product skills)
1984 – 1987	University of Applied Science, Zurich Bachelor of Business Administration
1983	Commercial management education, Zurich
1978 – 1981	Certified commercial clerk, Zurich Apprenticeship with R. Holliger & Co., Glattbrugg

LANGUAGES

German mother tongue
English full professional level (business language since 1988)
French, Italian and Russian basics

TECHNOLOGY

Rimo R4, Abacus, Hyperion, Oracle Financials, Siebel CRM, Ubuntu, Apache, PHP, HTML5, CSS3, JS, IT infrastructure and virtualization, Internet & WWW

INTERESTS

People, culture, skiing, hiking, motorbike, ecology, economics, politics, technology that enforces change