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Highly international, multilingual executive interim manager with a 14 years long track record of managing finance teams and projects across Europe. Focus areas are finance management, process- and system optimization, outsourcing as well as the implementation of shared service centres.

**Work location:** Europe and international



## WORK EXPERIENCE

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- Since 04/2014 **Interim Manager Finance**  
Freelance - Quantum Management GmbH, Springe (Germany)  
**Functions:**
- Finance management, FP&A (business controlling)
  - Project management
- Focus areas:**
- Outsourcing / shared services
  - Process optimisations / cost reductions
  - International finance management
- 10/2013 – 04/2014 **Sabbatical - Barcelona / Spain**
- 09/2011 – 09/2013 **Finance Director, Head of Finance and Accounting Europe**  
**Staples Europe – Amsterdam / Netherlands (www.staples.eu)**  
European headquarter for retail, online and wholesale operations (EUR 2bn turnover, 7000 FTEs in Europe)  
Management of the European Finance and Accounting function with teams in 15 countries (6 direct and 230 indirect reports). Responsible for the closing, internal/external reporting, compliance and controls in the 35 European business units. Results:
- Ongoing consolidation of finance and accounting teams in Europe
  - Cost reduction in finance -15%
  - Development, review and implementation of European accounting guidelines and policies
- 04/2009 – 08/2011 **Director, Finance Business Service Centre**  
**Staples Europe – Amsterdam / Netherlands (www.staples.eu)**  
Overall program responsibility for the outsourcing of transactional finance processes from 24 business units in 12 European countries to 3rd party Shared Service Centres in Romania and India (Business Process Outsourcing).
- **Planning & Contract** (04/2009 – 03/2010): Leading of a multi-functional team (finance, HR, IT, legal, sourcing) during the development of the business case, the outsourcing partner selection and the negotiation of the outsourcing contract. Responsible for the design of the blueprint processes and organizational set-up.
  - **Implementation** (04/2010 – 08/2011): Responsible for the successful implementation of the outsourcing solution across 24 business units (>100 FTEs). Full ownership of the program & change management and establishment of the contract governance (including KPI / SLA performance measurement system). Initiation of a continuous improvement and standardization initiative across Europe.

## RALPH PAULMANN

- 03/2006 – 03/2009 **Finance Director Benelux**  
**Staples Office Centre – Almere / The Netherlands ([www.staples.nl](http://www.staples.nl))**  
Benelux Retail operations, 52 stores, EUR 285m turnover, 1200 employees  
Responsible for the financial planning, accounting and reporting of Staples' Retail and online operations in the Benelux (17 direct / indirect reports). Accountable for the Benelux P&Ls and member of Staples' Benelux management team. Results:
- Successful management of resources and process changes during expansion phase (store count +15%, new Dutch online sales channel, market entry Germany)
  - Transformation of the FP&A team: Formation of analytical capabilities in the FP&A team for a pro-active and critical support of the operational teams; review and scale down of reporting with strong focus on business critical information
  - Development of new product and vendor margin analysis tools to support and challenge merchandising, marketing and store operations.
- 04/2003 – 02/2006 **Financial Systems and Development Manager**  
**Staples Europe Retail – Brussels / Belgium ([www.staples.eu](http://www.staples.eu))**  
European headquarter for the 370 Staples stores in five European countries (UK, DE, BE, NL, PT) (850mEUR turnover, 3500 FTEs)  
Responsible for the implementation, development and harmonization of finance processes and systems in Europe – project examples:
- Oracle Financials: Implementation of finance systems in the Netherlands and Portugal
  - Essbase Hyperion: Rollout of the global management information system in Europe
  - Oracle Financials: Standardization/harmonization of the Oracle financial systems in the UK, Germany and Belgium
- 10/2001 – 03/2003 **Senior Corporate Auditor (EMEA)**  
**Avnet, Inc. – Brussels / Belgium ([www.avnet.com](http://www.avnet.com))**  
International distributor of electronic components, enterprise computing solutions and IT services (USD 23bn turnover, 17000 employees)  
Responsible for financial and operational audits across the European business units. Extract of independently managed audits:
- Analysis of supplier back-end bonus and marketing programs
  - Review of inventory accounting policies
  - Audit of central buying and ordering processes
- 07/2001 – 09/2001 **Freelance Consultant - Strasbourg/France**  
Implementation of EDI-tool for European lighting distributor
- 05/1999 – 06/2001 **Senior Business Consultant**  
**KSA - Kurt Salmon Management Consultants - Düsseldorf/Germany ([www.kurtsalmon.com](http://www.kurtsalmon.com))**  
International management consultancy specialized in retail and consumer goods businesses with approx. 30 consultants in Germany (400 globally)  
Consultant with partial project responsibility in following projects:
- Overhead Cost Reduction Programme: Activity Based Cost-analysis for major German retailer in the finance department. Development of a cost reduction programme and implementation support
  - Distribution Optimization: Review of distribution centre network for a major European Fashion Retailer. Development of a planning model to optimise logistic costs for different service levels. Analysis of operational scenarios and development of a recommended setup for the European distribution centre network
  - Growth Strategy: Strategic analysis for a Dutch textile holding company. Analysis of the market position and operational performance of the six European business units. Development of acquisition and divestment scenarios to drive sustainable growth
  - Due diligence of a supplier of IT-solutions for retailers

## RALPH PAULMANN

### EDUCATION AND QUALIFICATIONS

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10/1993 – 11/1998 **Otto-Friedrich-Universität Bamberg, Germany**  
Master Degree in Business Administration (Diplom-Kaufmann / E.M.B.Sc.)  
• General Management / Business Controlling  
• Marketing  
• Finance  
• European Affairs

10/1996 – 02/1997 **Universidad Complutense de Madrid, Spain**  
Business Administration (Ciencias Empresariales)  
Erasmus-Programme

10/1995 – 06/1996 **Heriot-Watt-University Edinburgh, Great Britain**  
European Master of Business Sciences (E.M.B.Sc.)  
• Finance  
• Marketing  
• European Affairs

Certifications: Certified Internal Auditor (CIA)

IT skills: Oracle Financials  
SAP FiCo  
Hyperion Essbase  
Cognos  
JDA  
Microsoft: Excel, Access, Word, PowerPoint,...

Languages: German: Native  
English: Fluent  
Spanish: Very good  
French: Very good  
Dutch: Good

### ADDITIONAL INFORMATION

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Address: Ralph Paulmann  
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Germany

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Birthday: 16 December 1971, Hannover (Germany)

Marital status: Married, two children

Nationality: German