

---

Dr. Stephan Bauer  
Founder and Managing Director

**Duende Management Consulting GmbH**

Cottastrasse 2  
13156 Berlin  
Mobil: +49-178-7140664  
Fon: +49-30-1201-5137  
stephan.bauer@duende.eu  
www.duende.eu



---

Dr. Stephan Bauer is founder and managing director of Duende Management Consulting GmbH in Berlin (founded in 2008). Prior he worked as a Principal in Booz Allen Hamilton's Public Sector Practice in Berlin with a particular focus on the Public Sector/Transportation interface (2001 – 2008). Dr. Bauer looks back on more than 25 years of professional experience, both in industry and consulting, mainly in Public Sector, transportation, energy and telecommunications focusing on strategic and organizational issues. Examples of his assignments as project manager include:

- Consolidation/integration project for a Federal European Ministry and one of the subordinate agencies covering processes/organization, human resources, finance/budgeting, information technology and internal communications. The project aimed at enhancing efficiency as well as quality of collaboration between the two organizations. Duende Management Consulting supported the client over a period of 18 months.
- Study Report on Safety for a major European Railway Infrastructure Provider covering requirements, processes, organizational roles and tools. Analysis is done based on a comprehensive interviewing program within the organization as well as on benchmarking with leading other providers.
- Review of comprehensive project portfolio (encompassing strategic as well as operative projects) for a European Infrastructure Operator – diagnosis of deficiencies in company culture, organization and working procedures as well as in the interaction with the project review office; prioritizing of improvement areas and deriving recommendations for specific initiatives.
- Restructuring the corporate function 'Quality – Safety – Environment' for one of the leading European Cargo Railways. Supporting the client in forming a 40<sup>+</sup> people group of formerly scattered functions. Substantial Change Management components in helping the client to form a coherent, effective working team.
- Reorganizing Safety and Security for one of the leading European Railways with systematically scanning all safety-relevant services, classifying and profiling them and assessing their impact on overall safety level; the project encompassed substantial changes to the current organization including the establishment of a state-of-the-art SRM (Safety and Risk Management) approach.
- Optimizing transit traffic for the German Federal Ministry of Transportation – generating and assessing measures to handle the significant growth in transportation across all transport modes (study report published).

- Handling Officer/Overall project management for project “Future of Railway Infrastructure” for the Federal Ministry of Transportation of a Central European country; assessing alternative structural models for the potential evolution of one of the most advanced and loaded railway infrastructures in Europe (covering competitive, political, budgetary and institutional considerations).
- Designing the strategy for a leading Federal Office of Energy in Central Europe – comprehensive internal and external interview program, generating strategic options, collecting service portfolio.
- Handling Officer/Overall project management for efficiency improvement project for a European Air Navigation Service Provider (Benchmarking, BPR, Overhead reduction, investment portfolio reduction).
- Handling Officer/Overall project management for reorganizing the Civil Aviation Authority in Central Europe (service catalogue, overall resource allocation, organizational structure, separation of Policy and Safety activities).
- Handling Officer for review of the strategy as well as the organization of a major European Air Navigation Service Provider in light of significant regulatory and market changes in Europe.
- Handling Officer for customer value enhancement program for one of the largest European mass transit operators (micro-segmentation, review of customer value calculation, scoring model for prioritization of marketing activities).
- Handling Officer/Overall project management for project “Privatization Options for German Rail – With or Without Network” for the German Federal Ministry of Transportation and the German Ministry of Finance; assessing alternative structural models for privatizing one of the largest German companies (covering market, financial, budgetary and institutional considerations).
- Supporting a client in the United Arab Emirates to establish the first International Center of Excellence for Countering Violent Extremism – designing the operating plan, including organizational set-up, designing funding and steering board mechanisms, developing the budget model, drafting the service catalogue as well as the detailed process model for the operation of the model after opening.
- Evaluating and re-designing the Energy Research Section of a Federal Office of Energy in Central Europe – assessing utility of two dozens of research programs leveraging a set of 23 criteria and corresponding level definitions; optimizing resource allocation; established a new process model for enhanced efficiency in performing the services based on ten activity types and introducing the concept of activity owners.
- Handling Officer/Overall project management for project “Economic Regulation for German Air Traffic Control (DFS)” for the German Federal Ministry of Transportation. Assessing alternative regulatory models, designing incentives and efficiency targets, preparing the statutory regulation.
- Supporting a client in the United Arab Emirates to establish a comprehensive oversight authority covering airport and seaport security – focus on organizational design, structuring of and generating the service portfolio as well as preparation of a decision support paper.
- Strategy design and planning support for one of the leading European telecommunication carriers in the area of the PBX (Private-Branch-Exchange) and network solution SBUs including

strategic reorientation based on alliances and acquisitions in the area of data communications; searching for prospective candidates, short listing, assessing strategic fit, skill gaps and capabilities, indicative evaluation and recommendations.

- Due Diligence projects (including confirmatory due diligence with data room phase) for leading European Telecommunication Carriers and IT-solution providers.
- Handling Officer/Overall project management of Europe's largest e-Government program for the German Federal Ministry of the Interior ("BundOnline 2005").
- DCS 1800 license bid preparation for personal communication services (PCS) for a leading mobile network operator in Hong Kong.
- Strategy design assignments for Alternative Carriers (energy utilities) entering the telecommunications market.
- Supporting strategy development for a worldwide leading manufacturer of diagnostic analyzers, reagents and information systems for laboratories and healthcare facilities regarding the Carve-Out of a software development unit; Preparation of Business Case, Sales Memorandum und Preparing Data Room / Due Diligence.
- Supporting one of the largest European telecommunication carriers (incumbent) over a period of 24 months; topics covered were point-of-competition analysis/benchmarking, Value Based Management, strategic planning for three (out of 15) strategic business units (cable TV, information and operator services, fixed line telephone residential customers), sales channel optimization / management of the cable TV business.

From 1996 to 2000 Dr. Bauer was director at the electric utility TIWAG – Tiroler Wasserkraftwerke AG in Austria, in charge of telecommunication activities reporting directly to the CEO. In parallel he acted as managing director of the wholly owned telco subsidiary Ti•KOM Tirol Kommunikation GmbH, a start-up in the area of network services, information and communication platforms, prototyping and value added services/consulting. After break/even he handed over to successor and focused thereafter on infrastructure related issues, powerline communications and negotiating cooperation agreements for the CEO.

Prior to joining Booz Allen Hamilton in 1993 Dr. Bauer worked for a medium-sized consulting company in Munich and for two years as controller with Siemens AG Austria in the program and system engineering division. Dr. Bauer studied Business Administration at the Vienna University of Economics and Business and graduated in Operations Research (Master in 1985, Doctorate in 1987). In addition he received a Bilingual Master in Business Administration at the Instituto de Estudios Superiores de la Empresa (I.E.S.E.) in Barcelona (1991).

Since 2016 Dr. Bauer teaches as a guest lecturer at TU Dresden (Faculty of Business and Economics).

Dr. Bauer is Austrian citizen. Besides his native German he is fluent in English and Spanish.