

Dmitri Korotkov

Project Management / PMO

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PROJECT SERVICES PROVIDED

- Review and focus project and program portfolio on company strategy realization;
- Optimize project governance – roles, decisions, risk and change management, documents, impact;
- Establish robust Project Management Office (PMO), maintain methodological integrity;
- Initiate projects – identify and involve stakeholders, define goals and deliverables, create plan and budget, mobilize team;
- Evaluate project partners, conduct tenders and support contract negotiation;
- Manage project team and tasks, costs and schedule, risk and quality throughout project phases;
- Communicate project goals, achievements and challenges to the team, stakeholders and managing bodies;
- Prepare project deliverables handover into operation and conduct go-live;
- Ensure that deliverables realized upon agreed time, quality standards and budget;
- Manage crisis: assess and recover distressed projects.

SUMMARY

Dmitri Korotkov is a seasoned management consultant with decades of versatile international experience. His professional background encompasses executive and customer-facing positions in consulting (E&Y, KPMG, MAG Consulting, Korotkov Advisory), as well as IT and operational management in financial sector (Boerse Stuttgart, INTOUCH Insurance, Intesa Sanpaolo and other retail banks, UNISYS).

Dmitri successfully delivered multiple business critical projects, enabling organizations strategy realization and business growth. In the course of his career he managed over 30 projects with combined volume over 100,000 man-days, their budget ranging from € 200K to € 35M, teams from 6 to 80.

Professional skills: Project and Program management, PMO, Portfolio management, Crisis management, Digital transformation, Operational Excellence, Strategy development, Business processes, PMI, SCRUM, IT Operations, Software implementation, Tenders and Contract negotiation.

Interpersonal skills: strong leader, relationship builder, team and talent developer, effective communicator, open to other people and cultures, enthusiastic and resilient.

Industry expertise: Financial services (banks and insurance, stock exchange, fintech startups), Software development, FMCG, Metals manufacturing, Oil and gas, Government and public services.

Languages: English (fluent), German (fluent), Russian (native), Hebrew (basic).

International experience: Germany, UK, Israel, Poland, Ukraine, Russia, Belarus, Uzbekistan.

EDUCATION

- Master of Science, Applied Mathematics.
- Professional Scrum Master.
- Professional Scrum Product Owner.
- PRINCE2® 7 Foundation in Project Management.

REPRESENTATIVE PROJECTS

- Managed the implementation of Identity & Access Management Governance (IAGM) system: assessed critically ineffective running project, defined an alternative approach and obtained executive board buy-in; selected software solution, re-planned implementation, process and software integration; managed the team (15-20 strong intern, plus 6 consultants) and budget under extreme resource shortage.
- Salesforce CRM Implementation (Boerse Stuttgart, 2020-2021): organized requirements collection, conducted tender with 14 participants, selected optimal technical solution and implementation partner, conducted price negotiation resulting in some € 200K savings. Managed the cross-functional team through the project, supported the team in the choice of optimal technical realization of business requirements, maintained company-wide communication and change, organized post go-live support and transition in operation, legacy CRM retirement.
- Financial institute licensing (Boerse Stuttgart Group, 2020): coordinated team effort (over 20 people intern plus two external consulting/legal companies) in producing financial institution license application for blocknox GmbH. The application, fully compliant to regulatory requirements, filed on time.
- Single Sign-On (Boerse Stuttgart Group, 2019-2020): Collected and structured requirements of over 15 divisions across the group for IAM and KYC for external users, conducted tender with ca. 10 participants each, selected functionally and economically optimal solutions based on deep analysis, coordinated the consultants work. Delivered on time, results accepted and planned for future implementation.
- Business strategy development for a digital bank – market research, customer segments definition, market volume forecast, financial planning, business plan development, partnership planning, negotiation with external service providers (6 months' project, team of 2 consultants full time).
- Implementation of centralized international money transfer hub for CIS countries:
 - 3 years' implementation, core team of 20 experts plus 2-3 local teams of ca. 10 specialists at each roll-out stage, operational budget \$3.5M.
 - Pilot projects in Tajikistan and Belarus with National Banks of both countries, largest bank in Belarus and 2 leading banks in Tajikistan.
 - Cloud-based application services for local banks and money transfer agents.
- Developed a business strategy for a market leader in geospatial services, structured new product lines and market segments, and defined a Go-to-Market approach (6 months, 15 man-months).
- Managed infrastructure design and installation in a direct car insurance company: in-house data center, 150-seat contact center, distributed data and communication networks for 3 distributed (1100 km) locations - 300-seat HQ, 15-seat rep office, and 20-seat regional office.
- Managed a TEMENOS T24 core banking system strategic implementation for an SME bank: assessed and terminated ailing legacy project; managed project scope, budget, time and resources (international team of 70 consultants and in-house specialists, budget over \$35M, 2 years' core project), communicated with users and executive board; planned technical infrastructure; supervised new business process design and change management; coordinated PMO.
- Implemented structured project approach in key areas of a retail bank's business and operations, with focus on product and new business development, making PMO a focal point for cross-functional innovation processes. The outcome: manageability within a bank increased greatly, product go-to-market time decreased from 6-12 months to 2-4 months, the share of projects on time and budget hiked from under 50% to 70-75%.
- Managed multiple information system implementations, including SAP BW, SAP R/3, Oracle Data Warehouse, Oracle CRM, trading back-office system Diasoft 5NT Custody, bespoke CRM/insurance system, etc.
- Program management of utilities payments system creation for Moscow metropolitan area (over 15 Mio accounts) - strategic planning, technological solution development, supervision of joint implementation with over 40 municipal and commercial institutions in more than 400 launch locations. In co-operation with NCR designed a technology based on existing NCR check processing technology and equipment (batch processing, scanning, digital recognition). Operator's annual commission amounted to 8-digit revenue (US dollars).
- Project management of full cycle SAP R/3 implementation at tobacco manufacturer Liggett-Ducat: 4 months from start to go-live, team of 16 consultants and 12 power-users, \$1,9M budget.