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Management Summary

- External auditor with medium sized leasing company: audits concerning anti-money laundering and fraud processes, ongoing compliance concerning German banking law (KWG MaRisk/BAIT), risk culture, outsourcing controlling in Germany and France, regulatory reporting, internal control systems, compliance documentation
- Compliance project with custodian bank / funds platform: design, implementation, provider management, documentation and trainings concerning MiFID II with regards to internal control systems, business processes, IT adaptations, suitability and appropriateness checks, tapering as well as sustainability requirements
- Digital transformation: project lead for Salesforce-based online suitability check for global asset manager, establishing an agile and data centric approach
- Exchange regulatory reporting hub: ensuring MiFID / MIFIR compliance, coordination with several European supervisory authorities, in close cooperation with Group Compliance, Risk Controlling, Internal Audit, concerning trade and transaction reporting services for several thousand banks across Europe, creating a legal & regulatory inventory mapped against a comprehensive process handbook
- Digital transformation of a business model: project lead for design and coaching a series of workshops to create a new, digital and service-oriented business model for a medium sized IT company; this resulted in the creation of a “start-up within the firm” for new services, methods (Kanban, Scrum, Design Thinking) and technologies
- 10 years head of IT, business processes, and organization with LHI Leasing GmbH (medium sized real estate leasing, closed end funds, wealth management, asset and investment management), assuming the role of a compliance officer, responsible for the implementation of KWG / MaRisk, MiFID I, KAGB, PRIIPS, EMIR in processes and IT systems; development of technology leadership position within its market, together with several IT providers (IBM, SAP, Microsoft) and outsourcing partners; three successful post-merger integrations
- 12 years with Accenture, e.g. system development of Deutsche Börse Xetra trading system, coordination and communication concerning introduction of Eurex Clearing Central Counterparty across Europe, board level reporting, international due diligence and merger projects, intensive experience with leading large, complex projects in international environments
- Core competency: hand-on allrounder in combining compliance, processes, and technology for the effective optimization of digital business architectures

Personal Information

Since 2014: independent business consultant, owner of Konnektiv Consulting, Frankfurt & Munich, Germany

2004 - 2013: LHI Leasing GmbH, Pullach, Germany

Management responsibility with a medium size and entrepreneurial minded financial services company, the market and technology leader within its segment. Responsible for IT, Organization, Strategic Corporate Development, business processes and the implementation of regulatory compliance, also managing director of "LHI Asset Management GmbH"

1990 - 2003: Andersen Consulting / Accenture, Kronberg, Germany, Partner, member of the Financial Services and Process Group.

1989: Diplom-Volkswirt (Master in Economics), Universität des Saarlandes, Saarbrücken

Born May 5, 1964; married, 3 children

Project Experience

Konnektiv Consulting

- Leasing company: Internal Auditor
January 2017 - current

Assumed responsibility as outsourced internal auditor: audits and trainings concerning KYC, anti-money laundering, politically exposed persons, fraud, data privacy regulation, risk management, risk culture, risk capital, risk bearing capability calculation, limit systems, KWG / MaRisk / BAIT, international outsourcing controlling (SLAs / KPIs / contracts), regulatory reporting, internal control systems, regulatory and compliance documentation, IT requirements, compliance / risk / IT security functions, general leasing business; member of German Institute for Internal Audit as well as of German Leasing Association.
- Custodian bank / global asset manager: digital transformation / Salesforce
August 2018 – December 2019

Project lead for digital transformation of multiple processes, especially new development of a website with a MiFID II suitability check for a global asset and investment management company, in that context development of request for proposal and provider selection process for the establishment of a Salesforce-based platform for all customer transactions and "golden source" for customer data across all systems within the bank.
- Custodian bank / investment funds platform: implementation of MiFID II, WpHG, MaComp
April 2017 – March 2019

Analysis of EU / ESMA / BaFin / Treasury draft laws, discussion with market participants, associations as well as broker pools under consideration of the special requirements of a liability umbrella. Development of gap analyses,

decision memos, functional and IT requirements for the implementation in operations (systems, processes, forms, documentation, controls). Preparation of operational readiness, provider management, development and execution of trainings and coaching for sign-off by business departments and platform partners. Development of a “production handbook” as well as going-live support in the “machine room” of the bank.

Creation of suitability and appropriateness forms, mapping of risk classes and target market models in online and offline systems. Close collaboration with Legal, Compliance, Product Governance functions and fund managers.

Analysis of EU and ESMA requirements on sustainability, based on EU „Action Plan Financing Sustainable Growth“, „Sustainability Consultation“, Disclosure-, Benchmark- und Taxonomy-directives.

- Leasing company: software selection process for leasing administration
March 2018 – September 2018

Support and quality assurance for the software selection process of a leasing company with the goal of a new leasing administration platform. Under consideration of own market knowledge as well as benchmarks from the German Leasing Association’s IT forum.

- Stock exchange organisation: Regulatory Reporting Hub / Reporting Platform
August 2018 – January 2019

Check of MiFID / MIFIR / ESMA / BaFin (KWG / MaRisk) / European NCA requirements together with Group Compliance, Risk Controlling, Internal Audit, Information Security of the exchange group and audit companies concerning trade and transaction as well as systematic internaliser reporting services. With the goal to insource the reporting requirements of several thousand banks across Europe in the role of an Approved Reporting Mechanism (ARM) and Approved Publication Arrangement (APA), authorized by BaFin. Starting point was the development of a Legal & Regulatory Inventory as backlog for all compliance requirements, mapped against a new organizational handbook, covering all relevant process within the organization and outsourced functions.

- Stock exchange organisation: optimization of regulatory compliance processes and documentation
November 2016 - February 2017

Review and adaptation of the processes of an international exchange and trading platform concerning its compliance requirements resulting from MIFID, WpHG, KWG/MaRisk. Completion of necessary processes, key controls, rules, and documentation concerning risk controlling / key risk indicators, group compliance, internal and external audit, IT security / data risk classification, business continuity management / business impact analysis, outsourcing controlling / key performance indicators, anti-money laundering vulnerability assessments. New setup of the risk bearing capacity calculation based on, especially, operational risk, as well as business risk and financial risk. Synchronization of all compliance requirements, the legal inventory, based on a new gap analysis process model. Complete overhaul of process manual, risk strategy, IT strategy, outsourcing controlling (SLAs, KPIs), regulatory documentation; respective coaching and communication within the group.

- IT Company: Digital transformation project
January 2016 – March 2017

Concept, coaching, and implementation management for a joint development of a completely new business model to support the change from a product to a service company for a medium sized IT company. This resulted in the foundation of a “start-up” within the company, where new ways of agile (Kanban, Scrum), customer-oriented product development (“sandbox”) and work models were tested, also as a prototype and role model for the rest of the enterprise. Other methods applied included “business model generation”, “value proposition design”, “design thinking”, and “customer journey”.

- Financial Services Company: New cloud / business process insourcing project
March 2015 – November 2015

Project lead for the development of a new digital business model, including business process design / target operating model and a technical cloud solution to allow for an industry wide change, optimization and outsourcing of front-, middle- and back-office functions for the fund management market. This included a software and provider selection process as well as an M&A due diligence with a potential target company.

- IT Company: New Cloud Project and NewCo
February 2016 – September 2016

Development of a new digital service and cloud offering as an extension to the exiting software license model. In addition to the cloud solution design this project included the concept and creation of new business processes as well as the organizational and compliance setup of the NewCo, now in the digital world.

- Financial Services company: IT strategy, business and compliance audit
January 2016 – October 2016

IT strategy development, IT outsourcing controlling setup including compliance auditing and process improvements to fulfil the KWG/MaRisk requirements. This role resulted in assuming the function of an outsourced Internal Auditor as well as in suggestions concerning the improvement of key business processes as well as the completion of compliance relevant procedures and documentation. Auditing included anti-money-laundering (AML) and KYC-processes as well as IT and outsourcing audit.

- Financial Services Company: Internal Control System and Organizational Handbook according to KWG/MaRisk
October 2013 – December 2014

Development of a new enterprise wide Internal Control System, including key controls, a new compliance methodology and process manual documentation in the intranet, based on a complete investigation of the company’s critical risks, according to KWG / MaRisk. Communication and training of the new risk-based model. In addition, identification of risk relevant data (“data map”), data flows, reports and controls. Transformation of critical Excel applications and critical know-how in structured and secure systems.

LHI Leasing GmbH

February 2004 – September 2013

- Coordination and facilitation of the strategic development process of the company as a whole; development of a new combined strategy / finance / risk management approach
- Managing director of a subsidiary of LHI with 90 employees
- Maintaining an open corporate culture through continuous networking with business partners, competitors, and leading IT companies
- Close cooperation with the group institutes LBBW and NordLB
- Chairman of the IT Forum of the German Leasing Association (BDL)
- Introduction of an IT-strategy, based on the business strategy and a business case and prototyping oriented approach for all IT investments
- Cost savings through focusing projects on strategic and business value, streamlining the organisation, reduction of systems / interfaces / providers, new negotiation of contracts, continuous optimisation and increasing automation of processes, modernisation and virtualisation of crucial data centre components, new forms of cooperation and outsourcing to selected partners (only in same legislation, further outsourcing concepts were continuously checked and discarded)
- Preservation and expansion of the efficiency and technology leadership position in the industry, by introducing an effective IT architecture and the development of innovative IT solutions (leading to IBM Global Innovation Award, both SAP and Microsoft best practices)
- Introduction and further development of business systems, in particular Leasing Management (SAP based), Fund Management (SAP based), document management (IBM FileNet P8), CRM (Microsoft Dynamics), Internet (Typo3), Intranet (Microsoft SharePoint), Business Intelligence (SAP and Microsoft based), Project Management (Microsoft Project Server), Risk Controlling, Regulatory Reporting (SAP and RiValue solution), Collaboration (Microsoft SharePoint, IBM FileNet P8, IBM Case Manager), Advanced search capabilities and knowledge management (IBM Content Analytics and Watson)
- Planning and execution of the relocation of the data centre
- Management of many tenders, software selection processes, continuous provider and outsourcing management
- Establishment of an integrated strategy / controlling / risk management process
- Development of a new and efficient Governance / Risk / Compliance approach
- Until establishment of a Compliance Officer responsible for the implementation of the regulations KWG / MaRisk, SEPA, EMIR, MIFID, AIFM / KAGB, PRIIPS in rules and procedures, processes, and IT systems
- Close cooperation with Internal Audit and Risk Management in a series of joint projects (data protection, product development process, internal control system, customer service, risk management process and system, project reviews, development of the compliance handbook, supervision of MaRisk, outsourcing controlling)
- Introduction of a central organizational handbook and a process for an annual review and adaption within the intranet
- Area risk manager
- Introduction of a central technical platform for risk management and regulatory reporting (herewith replacing critical areas of “individual data processing”)
- Deep M&A experience: successful integration of three acquired leasing companies

- Enabling new business as a “corporate service provider” by modularization of business transactions towards a more flexible “factory” for standardized products as well as a „manufacture“ for complex, customized solutions
- Continuous process management as well as process and interfaces optimization
- Enterprise wide design, implementation, training and coaching of project management methodology and tools
- Process and data analysis for the complete fund value chain
- Planning, communication and support of the re-organization of the entire company
- Close cooperation with HR concerning organizational and HR development
- Coach and mentor within the enterprise

Accenture

November 1990 – December 2003

- Management of large, complex, international programs
- Responsible for teams of up to 130 people from 10 countries, single projects up to 20,000 person days and more than 10 million Euro budget, from analysis through design to implementation
- 12 years of capital markets experience: stock exchanges, trading, virtual marketplaces, clearing & settlement, STP, central banks, payment processing, credit card business, investment funds
- Financial market: concept and implementation of a strategic financial markets project (clearing & settlement), responsible for the coordination, moderation, as well as functional, legal, and technical support for 400 banks across Europe to prepare for an industry wide change of the capital market structure through the introduction of a central counterparty
- Deutsche Börse AG: Xetra trading system, design, development and implementation of a software release
- International financial services company: analysis and design of new business approaches to take advantage of the increasing regulation as a market opportunity
- Accenture internal: project management for a part of its ISO9001 certification
- Accenture internal: global coordination of all activities with central banks, global market studies on stock exchanges, asset management, cross border settlement, STP; responsible for the creation of global knowledge databases and expert networks
- European capital market player: analysis of the asset management market to assess future business possibilities for investment and fund administration companies in Germany and Luxembourg
- Development of e-Learning concepts and trainings for hundreds of customers
- International credit card company: responsible for quality assurance of an IT system that processed the majority of all credit card transactions in Germany
- Komerční Banka, Prague: process and organization design as well as system implementation and training development to support the transformation from a former state bank to a modern commercial bank
- Public enterprise, Hungary: establishment of a “project management office”
- Supporting the foundation of a British-German trade organization in London
- Supporting multiple M&A transactions
- Projects in Germany, Austria, Czech Republic, Hungary, UK, US

Personal Profile

Personal Data

Name	Thomas Büsch
Addresses	Grüneburgweg 122, D-60323 Frankfurt and Magnetsried 28, D-82402 Seeshaupt (near Munich), Germany
Email Address	thomas.buesch@konnektiv.co
Mobile	+49-151-14129742
Homepage	www.konnektiv.co
Year of birth	1964
Nationality	German
Family status	Married, 3 children
Languages	German, English, French (conversation level)
Hobbies	Photography, sailing, cultural interests (modern art and architecture, music)

Core Competencies

Generalist, connecting people, divisions, topics – as well as strategy, people, processes, compliance, and IT

Strong in concept work AND delivery

Entrepreneurial spirit

Leadership by goals, motivation, empathy, and attitude

In-depth experience with enterprise wide, business model transformation, IT based, cross division change programs

1. focus area digital transformation: combining business, IT, and the network economy

2. focus area regulation and compliance: broad know-how concerning compliance, governance, and risk topics, pragmatically implemented

Broad IT know-how

Job Development

1989 Diplom-Volkswirt (Master in Economics), Universität des Saarlandes

2013 Konnektiv Consulting, founder and owner

2004 LHI Leasing GmbH, division manager and managing director of subsidiary

1990 Andersen Consulting / Accenture, Partner

Military service in NBC reconnaissance unit, spokesman of the soldiers

German Foreign Office, passing federal selection process and assessment centres for diplomatic service - but then decided for Andersen Consulting