

## CINDIA CHRISTINA LUEST

cindia.luest@gmail.com

Accomplished e-Business professional with over fifteen years of international management and consulting experience delivering enterprise-wide solutions for the private and public sectors. Focus on driving business transformation through an entrepreneurial approach, building teams and strategic partnerships, and delivering innovative e-Solutions. Industry experience includes management consulting, finance and banking, information technology, telecommunications, and international development.

Areas of expertise include:

- **Strategy development and implementation**
- **Business process reengineering (BPR) and change management**
- **Knowledge management (KM) and learning**
- **Product and services definition and rollout**
- **Programme and project management (PM)**
- **Organisational restructuring, mergers and operations definition**
- **Outsourcing and contract negotiations**
- **Vendor and stakeholder management**

---

### PROFESSIONAL EXPERIENCE

- Since 2006 **DRAGON'S EDGE**, Bratislava, Slovakia  
*Founder and Director*
- Established a company to explore business opportunities within Central Europe and with China.
- 2001-2005 **UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)**, Bratislava, Slovakia  
*The UN's development agency with over 7,000 employees, operating in over 160 countries.*  
**Business Support Centre Manager, Europe, Middle East and Africa (EMEA)**  
**Regional Knowledge Management Advisor for Europe and CIS**  
**Senior Regional Information Officer for Europe and CIS**
- Key management resource and change agent in the implementation of a US\$56M IT strategy delivering business-critical processes, technologies, and an enterprise-wide ERP and KM portal.
- Established and managed multiple regional centres, including the EMEA Support Centre which provided global rollout and operations support for an enterprise-wide ERP.
  - Managed programmes/projects and globally-dispersed teams of over 25 members, including personnel issues, outsourced solutions, vendors, contracts and budget over US\$ 600K.
  - Championed professional management practices including a PM methodology now becoming the standard within the UN system, and a BPR standard that drove organisational restructuring.
  - Drove business transformation by developing strategic plans, leading senior management strategy workshops, and providing strategic advice on policies, processes and technologies.
  - Developed public-private partnership strategies, built internal and external partnerships, harmonised interagency solutions, and leveraged corporate and regional solutions.
  - Pioneered KM solutions, including global communications platform with governance strategy, interdisciplinary KM Board and KM Toolkit and led senior management communities of practice.
  - Directed blended learning approaches including distance learning and enterprise online learning solutions (e.g. LMS/LCMS), and developed learning standards and content.
  - Defined initial service lines for and recruited as member of the UNDP "Management Consulting Team" which provided targeted support to the global network of offices.
  - ERP functional expert for project management, finance, HR and procurement modules.
  - Piloted portal technologies and collaborative solutions, and introduced CRM best practices.
- 1996-2001 **DEUTSCHE PEROT SYSTEMS**, Frankfurt am Main, Germany  
*A global management consulting company providing IT services and business solutions.*  
**Consultant as Senior Business Specialist**
- Major clients and projects included:
- 1997-2001 **UBS**, Switzerland, London, New York and Stamford  
*Global bank including retail and investment banking, asset management and wealth management.*  
**Programme Manager and Business Systems Analyst for e-Services Project**
- Programme manager building UBS' online brokerage service worth CHF360M. Responsible for the Online Investment Tools Team delivering key market differentiators, including a financial planning tool, financial tracker, and asset management solution.

- Built and managed an international, multidisciplinary team of over 20 members from the bank and various consultancies, including directing human resource planning.
- Worked directly with senior management on defining the business proposition.
- Defined business requirements, target market, functional specifications, products and services.
- Collaborated with multiple channels and stakeholders (e.g. sales, marketing, legal and technical) to ensure the coordination of key interfaces and streamlining of requirements.
- Managed outsourced solution, including leading the vendor selection and subsequent onsite due diligence of vendor in Russia with six senior team members.

***Global Education Information Systems Manager; e-Learning Portal Team Lead***

Responsible for integrating education solutions and core member of global e-Learning project.

- Delivered first global education intranet which integrated bank-wide educational content.
- Coordinated the definition of diverse requirements across international divisions and managed expectations of key stakeholders and senior management.
- Led Standards Team that defined web standards, learning objects, taxonomy and meta-data tagging, and key member of Change Management Team.
- Business lead for the Technology Group responsible for the integration of the e-Learning platform with diverse HR/ERP systems.
- Portal representative on global vendor selection team charged with identifying an enterprise-wide LMS and LCMS.

***BPR Lead for User Service Centre (USC)***

Responsible for managing the initial definition and subsequent optimisation of all processes for the new USC supporting all operations in Switzerland.

- Following the SBC/UBS merger, redefined organisational structures, processes and responsibilities for the USC.
- Defined and managed SLAs, negotiated with internal and external service providers, and represented management on senior management committees.
- Developed the Management and Process Handbook (ITIL) covering all operational processes.

1998-2000

**CLEARSTREAM** (formerly Cedel), Luxembourg and London

***Advisor to Chief Information Officer (CIO) & Knowledge Management Officer***

- Delivered first comprehensive intranet which connected all IT divisions and projects, and defined and implemented communications strategy for the CIO.
- Streamlined projects between the office of the CIO and the KM Officer.
- Deployed and adapted the programme management tool used by all projects.

***BPR Specialist to Testing Project***

- Reengineered testing processes targeting settlement and custody systems.
- Created the first business process standard for Cedel's Quality Assurance division.
- Directed the testing gap analysis, authored testing procedures, and designed testing project intranet website.

1996-1997

**DEUTSCHE TELEKOM**, Germany

***Consultant for Management Restructuring; Consultant for Training/Coaching***

- As one of five senior consultants, designed core change management strategy targeted at senior management restructuring.
- Responsible for coaching employees on the new CRM, business processes, and intranet in seven locations throughout Germany.
- Managed the change request process, and integrated key stakeholders into rollout plan.

1996

**KPMG MANAGEMENT CONSULTING**, Berlin, Germany

***Consultant in Information Technology***

- Projects included European Union project proposals, Berlin City Government BPR reform, and market research for PPT Japan and Public Utility Friedrichshafen.

1985-1989

**VARIOUS ENGAGEMENTS** during studies

- AT&T (market research); American University - Law Center (legal assistant); Levelor (accounting).

---

## EDUCATION

- 1992-1993 **LONDON SCHOOL OF ECONOMICS**, London, UK  
**Master of Science**
- 1990-1992 **TECHNICAL UNIVERSITY OF BERLIN**, Berlin, Germany  
**Scholarship: Friedrich-Naumann-Foundation in support of post-graduate studies**
- 1989-1990 **AMERICAN UNIVERSITY**, Washington, DC, USA  
*Post-graduate studies*
- 1984-1988 **AMERICAN UNIVERSITY**, Washington, DC, USA  
**Bachelor of Science / Bachelor of Administration**
- 

## PROFESSIONAL TRAINING

**Oxford University Executive Education**, Templeton College, Oxford, UK

*The Oxford Introduction to Strategy / Scenario Planning Programme*

**Virtual Development Academy, UNDP and HEC Paris**

*Comprehensive course on advisory services (12 subjects and thesis over 1.5 years, average grade 96%)*

### Other Courses

*Service and Project Management Methodologies including Prince II, PMBOK, ITIL, BPR, SOA.*

---

## LANGUAGE SKILLS

- Fluent: English, German
- Conversational: French, Slovak, Czech
- Basic: Russian, Spanish
- Very basic: Cantonese, Gujarati, learning Mandarin