

DR. MONGI GAZELLE

Interim CIO | Interim CTO | Interim CISO

Transformation & Cyber Resilience · NIS2 · DORA · ISO 27001 · BaFin / BAIT · EU AI Act

MIT CTO Certification · Dipl.-Ing. Electrical Engineering & Computer Science · MSc Information Systems Management

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Rüthen (NRW), Germany · Nationality: **German** · Unrestricted right to work across the EU



Available immediately. Coverage: worldwide — on site and remote. 4–5 days per week. Mandates from 3 months. Day rate discussed on call.

PROFILE

C-level interim executive with 30+ years of international leadership across banking, industrial manufacturing, retail and aviation. I take on IT and security accountability where it is vacant, overloaded or under regulatory pressure — and hand it back to the line organisation in a governed state. Focus: regulatory delivery (NIS2, DORA, BaFin/BAIT, ISO 27001), cyber resilience, and group-wide transformation programmes. Programme and portfolio budgets of **EUR 20M+**, across 60 countries, 1,000+ systems and 30,000+ users. Native German, French and Arabic; business-fluent English and Dutch.

INTERIM MANDATES I TAKE ON

NIS2 and DORA readiness. Scope assessment, gap analysis, remediation plan and evidence trail through to audit readiness — including board and supervisory reporting.

Covering a CIO, CTO or CISO vacancy. Immediate credibility at board level — with the Vorstand, BaFin, external auditors and internal audit; closure of open audit findings.

Stabilisation after a security incident. Containment, segmentation, restoration of operating capability, and durable governance rather than point fixes.

Cloud, platform and S/4HANA-adjacent transformation programmes. Target architecture, programme control, vendor management and demonstrable value delivery to the executive board.

Standing up enterprise architecture and IT governance. LeanIX-based capability and roadmap management, architecture board, standards and investment transparency.

CAREER HISTORY

Interim CIO | Interim CTO | Interim CISO

since 09/2026

Interim Management · worldwide, on site and remote · **SELF-EMPLOYED**

Group Cybersecurity & Application Protection Lead

01/2025 – 08/2026

Emirates Group, Dubai · aviation and corporate group, 100,000+ employees · **PERMANENT**

Brief: Transform group-wide cybersecurity and application protection across hybrid cloud and on-premise platforms spanning airline, corporate, payment and trading systems.

Scope: **70+ staff** across engineering, architecture, delivery and operations · portfolio accountability **USD 10M+**

- Migrated F5 BIG-IP to F5 XC with zero downtime against a live 24/7 flight operation.
- Cut lateral-movement exposure by 70%+ through enterprise-wide microsegmentation.
- Accelerated secure deployments by 40% by embedding policy-as-code in the CI/CD chain.
- Improved incident response by 35%; introduced executive cyber-risk dashboards.
- Protected the IT and OT operations of a 24/7 group for almost two years — including during the war in the Gulf region; coached IT security specialists in best practice and kept maturity ahead of the threat.
- Owned the threat intelligence centre, bot defence and API protection, observability and machine identity management.

IT Director & Enterprise Governance Lead

01/2023 – 01/2025

Sennheiser Group, Wedemark, Germany · audio technology / industrial, global · **INTERIM**

Brief: Bring enterprise identity, data governance and AI readiness across global business units to an audit-proof standard.

Scope: 15,000+ users · **40 staff** · budget accountability **EUR 3M+**

- Secured 15,000+ users through end-to-end identity and data-governance frameworks.
- Raised data quality by 30%, reduced security incidents by 20%, achieved **zero findings** in GDPR/CCPA audits.
- Cut audit effort by 50% through automated data lineage, classification and control evidence.
- Reduced AI/ML data preparation by 35% – delivery six months earlier.
- Owned IoT security, microcontroller firmware security and intellectual-property protection.

Chief Information Security Officer – BaFin-regulated

01/2021 – 01/2023

Sparda-Bank, Berlin, Germany · cooperative bank / financial services · **INTERIM**

Brief: Hold executive accountability for cybersecurity, technology risk, compliance and operational resilience in regulated banking.

Scope: reporting line to the Management Board · **20 staff** · budget accountability **EUR 2M+**

- **Closed 100% of critical audit findings** – evidenced through ServiceNow ITSM workflows and tightened governance.
- Defined the bank-wide security strategy and architecture; measurably raised cyber maturity against BAIT/MaRisk.
- Enabled compliant cloud adoption through DLP, MIP, IAM and endpoint controls.
- Reduced incident MTTR by 15% through policy-driven response workflows.
- Led engagement with BaFin, external auditors and the board on cyber risk, compliance and resilience.

Head of Enterprise Architecture & Digital Transformation Programme

06/2019 – 01/2021

ALDI Nord, Essen, Germany · grocery retail, multinational · **INTERIM**

Brief: Establish enterprise architecture and steer technology transformation across international operating companies.

Scope: 500+ stakeholders · chaired the Enterprise Architecture Committee · programme budget **EUR 20M+**

- Improved efficiency by 25% and cut time-to-market by 20% through architecture governance and reusable solution patterns.
- Established and chaired the Enterprise Architecture Committee as a binding decision forum.
- Aligned technology investment to business capabilities using LeanIX.
- Co-led ERP, HR and IoT modernisation; defined target architectures for cloud and core platforms.
- Lifted adoption by 40% by enabling 500+ stakeholders.

Global IT Security Programme Lead

10/2017 – 06/2019

GEA Group, Düsseldorf, Germany · mechanical and plant engineering, MDAX · **INTERIM**

Brief: Build and certify global information security, IAM, data protection and cyber resilience for more than 20,000 users.

Scope: 20,000+ users worldwide · programme budget **EUR 15M+**

- **Achieved ISO 27001 certification with 100% audit success** via a globally deployed ISMS. Introduced security assessments and information classification and handling policies.
- Cut unauthorised data transmission by 40%+ through DLP and information protection.
- Modernised IAM with RBAC, SSO and MFA; reduced attack surface through Zero Trust segmentation across finance and R&D environments.
- Reduced investigation time by 30% and improved detection and containment by 25% through SIEM modernisation.
- Lowered phishing susceptibility by 60% through a group-wide awareness programme.

Head of Enterprise Architecture

01/2015 – 09/2017

Finanz Informatik Solutions Plus, Germany · IT provider to the Sparkassen financial group · **INTERIM**

Brief: Enterprise architecture and solution design for complex banking and fintech platforms in the Sparkassen environment.

- Target architectures for core banking, digital channel, trading and shared-services platforms.
- Steered architecture evolution from SOA towards API- and microservice-based patterns.
- Managed application landscapes, dependencies, standards and architecture roadmaps.

Senior Technology, Architecture & Transformation Leadership

01/2005 – 01/2015

Microsoft, Germany · several multi-year client mandates across DE, CH, NL and the Middle East

Brief: Architecture and transformation accountability in large enterprise programmes across telecommunications, logistics, banking, insurance, aviation, automotive, media, engineering and the public sector.

Clients incl.: Deutsche Telekom, Swisscom, KPN, Etisalat · Deutsche Post, DHL, TNT · Deutsche Bank, VHV Versicherung, Swiss Re, Munich Re · Lufthansa, Austrian Airlines · Mercedes-Benz, Volkswagen Group · Bundesagentur für Arbeit, Bundespolizei, Belastingdienst (NL) · Axel Springer, Sweco

- Delivered transformation programmes worth EUR 30M+ across SOA, ECM, cloud and systems integration.
- Managed M&A carve-outs and spin-offs while protecting business continuity.
- Cut operating costs by 25% through billing and platform modernisation.

REGULATION, STANDARDS & METHODS

Demonstrated in mandates:

ISO/IEC 27001 – certification achieved

BaFin / BAIT / MaRisk

GDPR – zero findings

Zero Trust

ITIL / ServiceNow ITSM

IAM · RBAC · SSO · MFA

DLP / MIP

SIEM & SOC

Regulatory focus 2026:

NIS2 / NIS2UmsuCG

DORA

EU AI Act

KRITIS · BSIG §8a

BSI IT-Grundschutz

NIST CSF

TISAX

ISO 22301 – BCM

Technology & delivery:

Azure

AWS

Kubernetes / OpenShift

LeanIX

F5 XC & BIG-IP

Splunk

API & integration architecture

CI/CD & policy-as-code

Agile / SAFe

Programme & portfolio management

EDUCATION

Doctorate – Artificial Intelligence & Digital Transformation Leadership

Kennedy University, USA · 2023–2025

CTO Certification

MIT Sloan Executive Education, USA

Dipl.-Ing. Electrical Engineering & Dipl.-Ing. Computer Science

University of Paderborn, Germany · 1992–1996 (two full engineering degrees)

MSc Information Systems Management

University of Salford, Manchester (UK) · 2021–2023
delivered via Robert Kennedy College, Switzerland

LANGUAGES & ENGAGEMENT TERMS

LANGUAGES

German – native · French – native · Arabic – native
English – business fluent · Dutch – business fluent

AVAILABILITY

Immediate · 4–5 days per week · mandates from 3 months

COVERAGE

Worldwide – on site and remote · willing to travel