



**MICHAEL BERND BAYER**

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Citizenship: German

**Michael has spent 25 years as a senior global business leader with Fortune 500 service providers and technology companies, including T-Mobile, Cisco, Avaya and NCR Corporation.**

**His considerable business experience includes leading businesses of all sizes, from 10 employees to more than 4,000, with broad end-to-end (SW-HW-Services) portfolios.**

**He's a highly motivated and very successful individual who wants to share his experiences by supporting boards, owners, PE/VCs in creating a better future for their company, venture and/or Startup.**

Since the beginning of 2018, Michael has established his own business -MBB- Advisors AG. Based in Switzerland, it primarily focuses on advisory, non-exec and consulting engagements.

He is also active in the start-up scene, especially as member of Swiss-ICT-Investment-Club, advisory board member of the London Technology Club, investor and non-exec board member of Startups, with upscale and exit experience.

Board Capacities: Strategic Business Development; Digitization; M&A; Security/IT; Cultural Transformation. Michael has been chairman of the board of NCR Japan, non-exec board member at Avaya Deutschland and VR of Animatico.

He brings deep expertise in solving immediate business-critical issues, by leading the commercial part of M&A processes (pre- and post-transaction), unwinding stalled post-merger integrations, filling top leadership gaps in an acquisition process, directing a body-scan of your go-to-market, product portfolio management or services offerings. As well, as engaging with Startups in the areas of scale up, growth strategies, product portfolio management and exit consultation.

Languages: German native, English fluent

Hobbies: Family & Friends, Skiing, Hiking, Cars & Motorcycles

### **His expertise at a glance...**

- Lead groups of up to 4,000 employees on national, international and global basis
- Was responsible for full P&Ls and topline revenue of up to 6 billion USD
- Experienced in leading multinational and multicultural organizations
- Market segments/subsegments of expertise are High Tech, SW Companies, Retailers, Banks, BPOs, Telcos, Service Providers and System Integrators
- Deep experienced in E2E Business Unit leadership, including SW and HW R&D and PS/PS-Dev
- Led centralized global/international functions, like Sales, Pre-Sales, Marketing, Customer Care, Professional Service, as well as Shared Support Centers
- Experienced in developing and executing “go to market” models for Direct, Indirect and Multi-Channel sales organizations
- He has lived and advocated the benefits of flexible, remote working for his national and international teams since 1998. Henceforth, his capacity to guide organizations through the COVID-changed working environment is definitely something he can support/introduce with broad experience
- Successful execution of transformational organizational changes, including necessary cost and headcount reduction on international scale
- Broad set of technology experience, i.e. Omni-Channel SW-Platforms, UC/CC => ITC as such, Edge devices like ATM, Self-Checkout, Sensors, Kiosks, ePOS, IOT, Edge SW
- Truly global experience growing from DACH, DACH-EE-RUS, EMEA, BRICS to global responsibilities

### **Specific Education/Trainings:**

- Certified Swiss Non-Exec Board Member (VR) by ZfU Zurich, 2018
- Breakthrough for Senior Executives, IMD, 2014
- Certified Workout-Leader (CEB), 2004
- BBC Media Training, 2002
- Future Business Leaders (London Business School), 2003
- Executive MBA (IMD/Insead/London Business School), 2000
- Plus, multiple other sales-, marketing- and leadership trainings over the last 20 years

## CURRICULUM VITAE:

MBB Advisors AG Oct 2018 - today

### **Founder & MD MBB-Advisors AG**

Established in early 2018, MBB-Advisors AG, based in Switzerland, is focused on engagements in the area of M&A, transformational processes, portfolio mgm, business plan rework; Michael is also active in the startup and VC scene, as member of SICTIC in Switzerland, Advisory Board Member of London Technology Club and as investor.

NCR 2014-2017

### **Jan 2017 – Sept 2017, EVP Global Sales & Exec. Officer of NCR**

Responsible for global teams totaling >1,500 associates in 32 countries. Key activities were sales strategy & execution, commitment and forecasting process, sales incentives, events, top customer interaction, buildup of indirect sales channels and partner models (which NCR hasn't had so far), creation of a separate NCR Channel organization, my teams were serving the Banking/Retail/Hospitality markets around the world. NCR's Global Sales and Mkt >\$6B (\$2B SW, \$2,4B Services, \$2B HW) in revenue responsibility

### **Aug 2014 – Dec 2016, SVP, President Retail Div. & Exec. Officer of NCR**

When Michael joined NCR and moved to Atlanta/US, he was tasked with building and shaping the Retail Division when the company was restructured. In that capacity, he instigated and implemented a full post-merger integration of acquisitions done in prior years (Retalix an Israel based SW company and Radiant an Atlanta based Hospitality Tech company), portfolio rationalization, decisions on strategic product developments/portfolio cleansing/PLM in the SW, HW and Services space, drove cost savings, efficiencies, margin improvements and grew the topline. Michael was part of the executive board and reported to the CEO of NCR and had also a very specific engagement in Japan, as chairman of their Japanese entity. Under his leadership, NCR's RET Division grew from approx. \$2B to >\$2,2B with a better product/margin mix (30% SW, 30% Services, 40% HW), during these 2 years.

Avaya 2008-2014

Sept 2013 – July 2014      **President Global Growth Markets, BRICS**  
June 2008 - Sept 2013      **President EMEA, Avaya (\$1,3+B, 4,000+ employees)**

Motorola/Symbol Technologies 2003-2008

Dec 2007 - June 2008      **VP & GM EMEA, Motorola Enterprise and  
Mobility business (EMb)**  
June 2003 - Dec 2007      **Area Vice President & GM North-Southeast-  
Eastern Europe, Symbol Technologies**

Cisco Systems 1998-2003

Aug 2002 - June 2003      **Director Service Provider Marketing for EMEA**  
Oct 2000 - Aug 2002      **Director Operations Alternative Service Provider  
Business, CEE-Russia & CIS**  
Oct 1998 – Oct 2000      **Regional Sales Manager, Alternative Service  
Provider Business, Germany-Holland**

T-Mobile Germany Feb 1995 – Oct 1998

Philips Kommunikation Industries (PKI) Jan 1993 – Feb 1995

Studying, Practice Timeframes and Degree 1988 - 1993

University of Applied science (FH) Würzburg/Schweinfurt  
Degree/Graduation: Dipl. Engineer Telecommunication-Technologies

Deutsche Telekom 1982 - 1988

German Army Military Service 1985-1986