

Matthias Werlich

Interim Manager & CX Strategist
Managing Director, DStratiCX Consulting

Accountable from day one – until your organisation runs without me.

+49 176 20900332 · matthias@dstraticx.eu · dstraticx.eu



18

years leading customer service & CX

10

years of full P&L responsibility

950

FTE led across 6 countries and 10+ sites

-14 %

cost per transaction

30 %+

contribution margin after turnaround

01 / 05

Profile: I step in where it hurts

I build customer service and CX organisations, scale them and bring them back on track – in-house, outsourced and hybrid, onshore, nearshore and offshore. Ten of those years with full P&L responsibility for up to €30m in annual revenue.

I lead by the numbers, make clear decisions and stand by the result. And I work so the impact lasts: I coach leaders, document standards and onboard my successor.

Three roles – one partner from strategy to stable operations:

01 AS STRATEGIST

CX strategy, build & scaling

Target picture & KPIs · make-or-buy · market research & tenders · in-house, outsourced or hybrid

Proof: CX strategy for a mid-sized e-commerce company, outsourcing tender for a utilities and telco provider.

02 AS INTERIM LEADER

Interim management & optimisation

Interim head of service & CX · turnaround · go-live of new sites · process and cost analysis

Proof: Interim CEO of a SaaS company, turnaround at Transcom Halle, first offshore site at IDnow.

03 AS COACH

Coaching & organisational development

Leadership and sales coaching · roles, routines & team development · change support

Proof: Certified trainer, more than 25 sales organisations optimised, own Performance Playbook.

Pragmatic sparring partner for leadership teams. Loves clear decisions, measurable results and is passionate about operational excellence.

”

02 / 05

Expertise: How I deliver results

Leadership & steering

- P&L responsibility, budgeting & forecasting
- Performance management & operational excellence
- KPI scorecards, QA & quality gates
- People and workforce management
- C-level leadership and decision papers

Sourcing & operations

- In-house, outsourced & hybrid in several markets
- Onshore, nearshore and offshore go-lives
- Vendor management & partner steering
- Tenders & partner selection
- Multi-site transformation

Growth & sales

- Business development & new client acquisition
- Account management & customer success
- Sales coaching with proven performance tools
- CX as a driver of growth and brand impact
- Creative negotiator and dealmaker

INDUSTRIES & ENVIRONMENTS

FinTech & identity (BaFin, PVID and eIDAS regulated) · online payment · e-commerce · telecommunications · utilities · travel · SaaS

WORKING STYLE

Hands-on and entrepreneurial · assertive · sustainable · open, honest and direct

03 / 05

Career: 18 years of line responsibility

2025 – today

Managing Director & Founder

DSTRATICX CONSULTING UG · BAD LAUSICK, GERMANY

Consulting, interim management and coaching for customer service & CX – from strategy to stable operations. Selected mandates:

- **Interim CEO** · SaaS company · digital marketing (10/2025 – 03/2026): Steered the transition from a local, owner-managed business into a mid-sized international group.
- **Business development** · SaaS provider · digital signatures, seals, encryption (06/2025 – 06/2026): Built the business development organisation – DACH focus.
- **CX strategy** · Mid-sized e-commerce company (05/2026 – 06/2026): Developed the CX strategy.
- **Outsourcing tender** · Regional utilities and telecommunications company (since 08/2026): Ran the customer service outsourcing tender end to end.

2023 – 2025

Director Vendor Management / Operations Director

IDNOW GMBH

Leading European identity verification provider. Ran the global vendor network with full P&L responsibility for all agent-assisted services.

- **950 FTE** led across 6 countries and more than 10 sites – a mix of in-house teams and vendors.
- **–14 % cost per transaction** (2024) despite rising labour costs – by right-sizing sites and moving volumes closer to the optimal split across all vendors.
- **First offshore site** taken live, delivering BaFin- and eIDAS-compliant identification services.
- **Footprint strategy**: diversified the vendor portfolio inside the EU and added partners in APAC and LATAM as a base for new business – lowering geopolitical and environmental risk.
- **New clients** won in a cross-functional business development role.

2019 – 2023

Site Director / Global Account Executive (on- & nearshore)

TRANSCOM HALLE GMBH

Global CX provider with 30,000 people in 28 countries. Ran the Halle site with full P&L responsibility for €10–30m annual revenue.

- **Turnaround**: brought the site back to profitability – contribution margin well above 30 %.

- **From 220 to 450 employees** by growing existing and winning new clients; offset the loss of a 60-FTE project.
- **240 FTE across 5 sites:** built and scaled a new project for a travel client inside and outside the EU – through Covid.
- **+4–9 %** on all employee-related KPIs (2019–2021) – with a leadership culture spanning site and home office.
- **Global Account Executive:** new and existing client development with a growth target of €2–4.5m ACV.

2016 – 2019

Operations Director (onshore)

TELUS INTERNATIONAL (FORMERLY CCC LEIPZIG GMBH)

Led a customer service unit incl. P&L for a global online payment provider; B2C service across all segments, onboarding, top customer care, outbound sales and KYC campaigns.

- **+30 % revenue** in three years – the unit contributed 53 % of CCC Leipzig's annual revenue.
- **+27 % employee satisfaction** within 1.5 years.
- **Flagship unit of the site** thanks to top results in handling time, service level, NPS and first call resolution; preferred partner for the client's pilot projects.

2011 – 2015

Change and Project Manager

SWISSCOM (SCHWEIZ) AG

Switzerland's leading telecommunications company.

- **+20 % per year** in the online channel through CX optimisation and better collaboration between business and engineering.
- **Online shop relaunch** led: redesigned the residential channel from a single-product to a complex-product approach for a better mobile shopping experience.
- **Multichannel launches** incl. iPhone 4S to 6 with channel-independent order and fulfilment processes.
- **Requirements engineering** as translator between business units and IT.

2008 – 2011

Consultant

Q_PERIOR (FORMERLY ESPRIT CONSULTING AG)

Owner-managed business and IT consultancy with offices in Europe and North America.

- **SIX Group:** merged three SAP ERP systems in the merger forming the Swiss stock exchange group – data modelling and project lead for business intelligence.
- **CRM implementation** incl. data migration and reconciliation at a large Swiss reinsurer.
- **Enterprise search** built on the Google Search Appliance.

Selected mandates and positions – references on request.

04 / 05

Education & training

2022	Certified trainer · SPM2000, Leipzig
2013	Certified professional for requirements engineering · Swiss Association for Quality, Olten
2012	Project management training · Swisscom AG, Zurich and Bern
2008	Project management training · ESPRiT Consulting, Bern and Munich
2005 – 2008	Business administration (Bachelor of Science) · Technische Universität Ilmenau
2002 – 2004	Studies in business education · Helmut Schmidt University / University of the Federal Armed Forces Hamburg

LANGUAGES

German	native
English	business fluent
French	reading comprehension

05 / 05

Network, knowledge & terms

NETWORK

Member of CCV – the German Customer Service & Call Center Association (Customer Service & Call Center Verband Deutschland e.V.)

PUBLICATIONS (SELECTION, FREE AT DSTRATICX.EU)

- Performance Playbook für Führungskräfte (German)
- DStratiCX Whitepaper – Interim Management (German)
- Article “Ergebnishebel Kundenservice” (German)
- Article “NPS Tod oder Wiedergeburt?” (German)

TERMS

Engagement	Interim management · consulting mandate · coaching
Availability	usually within 6–8 weeks
References	on request
LinkedIn	linkedin.com/in/matthias-werlich

YOU DON'T BOOK SLIDES. YOU BOOK RESULTS.

Let's talk about your situation.

In a free intro call we clarify the starting point, goals and scope of the mandate – confidential and without obligation.

+49 176 20900332 · matthias@dstraticx.eu · dstraticx.eu

BOOK AN INTRO CALL