
Personal details

Name: Patrick Josef Naef
Nationality: Swiss
Marital status: married, one daughter



Education

- 2017** Board Effectiveness Programme, IMD Global Board Center, IMD Lausanne, Switzerland.
- 2004** Executive Program in 'Strategic Use of IT', Graduate School of Business Stanford University, Stanford CA, USA.
- 1999–2000** Master of Business Engineering (MBE), University of St. Gallen HSG, Switzerland and Haas School of Business, Berkeley CA, USA, dual degree as Executive MBA in Business Engineering.
- 1984–1990** Studies in Computer Science, Swiss Federal Institute of Technology (ETH), Zürich, Switzerland, degree as Master of Computer Science (Dipl. Informatikingenieur ETH). Subsidiary subject in Business Administration (BWI-ETH).
- 1980–1984** Kantonsschule (high school), Bülach, Switzerland, certificate Matura Typus C.
Primary and Secondary school, Bülach, Switzerland and French private primary school, Dakar, Senegal.

Languages

German mother tongue
French mother tongue
English very good knowledge
Spanish good knowledge

Work experience

- Since 2018 Franke Group, Aarburg, Switzerland:**
Non-executive Director on the board of Franke Group, a world leading provider of solutions and equipment for residential kitchens, public/private washrooms, the professional foodservice sector, and coffee preparation. Franke Group operates worldwide and employs around 9,000 people in 40 countries, generating sales of over CHF2.1bn in 2017.
- Since 2018 ITvisor GmbH, Lufingen, Switzerland:**
Founder and CEO of ITvisor GmbH, a privately held boutique consulting company, specialised on advising technology start-ups, supporting companies in their Digital Transformation journey and leadership coaching.
- 2006–2018 SITA S.C. Brussels, Belgium and Geneva, Switzerland :**
Non-executive Director on the board of SITA, the world's leading service provider of IT business solutions and communications services to the air transport industry, with \$1.6bn revenues, 4,700 employees worldwide in 2017.
- 2006–2018 Emirates Airline Group, Dubai, UAE:**
Emirates Group is a leading aviation group, privately held, \$25.8bn revenues, 105,000 employees in 2017.
Group Chief Information Officer (CIO) and Divisional SVP. Member of the Executive Management Board and leading the group's IT division with a budget of \$400mn p.a., with more than 3,000 employees globally.

Two complete reorganisations of the IT division to enable the growth and digitisation of the group, leading to massively improved delivery and service levels while constantly reducing IT unit cost. Drove the Digital agenda and strategy leading to a group wide Digital Transformation currently under way.
- 2014–2016 mercator FZE, Dubai, UAE:**
Non-executive Director on the board after divestment of the company. Emirates Group remained a minority shareholder.
- 2010–2014 mercator Asia, Bangkok, Thailand:**
Chairman of the board of mercator Asia, a fully owned subsidiary of mercator Dubai.
- 2006–2014 mercator, Dubai, UAE:**
CEO of mercator. As part of the role at Emirates Group, also fully responsible as CEO of the group's subsidiary mercator, a leading global provider of IT products and services to the Travel & Transportation industry, \$50mn revenues in 2013 with customers such as British Airways, United, JetBlue, Singapore Airlines, Qantas, Virgin Atlantic, Avianca, Swiss etc.
Significantly grew the revenues year on year while maintaining healthy margins.

In 2010 successfully managed the acquisition and integration of TIKsystems Bangkok (later mercator Asia).
In 2014 successfully managed a complex carve-out and divestment process selling mercator and mercator Asia in 2 separate transactions to private equity firms.

- 2004–2006 Zurich Financial Services, Zürich, Switzerland:**
The largest Swiss insurance group, listed at the Swiss stock exchange as well as at NYSE.
Director and Head of Global Infrastructure Projects. Direct responsibility over 100 people in USA, UK, Germany and Switzerland.
- 2002–2004 SIG Holding Ltd., Neuhausen, Switzerland:**
SIG is a leading Swiss industry group, listed at the Swiss stock exchange, 9'500 employees, €2bn revenues in 2003.
Group Chief Information Officer (CIO) and member of the group Executive Management Board, responsible for a yearly budget of 50mn € and leading 200 employees worldwide.

Responsible for merging and streamlining the decentralized IT organizations and systems within the SIG Group to one centrally managed organisation incl. global SAP roll-out.
- SIG IT GmbH, Linnich, Germany:**
CEO and Chairman of the board of SIG IT GmbH, an IT services company fully owned by SIG Group with 100 employees with approx. 20mn € revenues in 2003.
- 1998–2002 Swissair Group, Zürich, Switzerland:**
- 2001–2002 Chief Information Officer (CIO) and EVP of Swissair and Sabena, with a budget responsibility of more than €200mn p.a. Member of Swissair and Sabena Executive Management Board.
- 2000–2001 **Beyoo.com, Zürich, Switzerland:**
Chief Technology Officer (CTO), member of the Executive Management Board and founding member of Beyoo.com, the Internet travel portal start-up of Swissair.

As founding member of the company, established the business plan, secured the investment, incorporated and built up the company in a small management team of initially only 3 people. Overall responsibility for developing the Internet travel portal. Responsible for the department Technology with a budget responsibility of CHF20mn p.a.
- 1998–2000 Vice President IT Strategy & Architecture and deputy of the Chief Information Officer (CIO) of Swissair.
- 1994–1998 Hewlett-Packard Consulting, Zürich, Switzerland:**
Principal Consultant for several key customers of Hewlett-Packard (i.e. Swissair, Winterthur Insurance, UBS etc.) specialised on IT Strategy and Architecture.

Acquiring and delivering large international projects as project manager (Switzerland, Canada, Belgium, Morocco, Norway etc.) primarily in direct banking and direct insurance industry (call centres, e-business solutions).
- 1992–1994 Bank Julius Bär, Zürich, Switzerland:**
Computer Scientist in IT Strategy & Planning. Manager in subprojects to select and evaluate an overall banking IT solution.
- 1990 –1992 Coutts & Co. AG, Zurich, Switzerland:**
Computer Scientist, Head of the IT Test Lab and of the group "IT Research & Development".

Advisory Boards & Industry Bodies

Since 2018	Member of the BT Global Advisory Board, British Telecom, London, UK.
Since 2018	Member of SAPPHIRE Ventures CXO Advisory Network, SAPPHIRE Ventures, Palo Alto CA, USA.
Since 2016	Member of Mayfiled CIO Advisory Board, Mayfield Ventures, Menlo Park CA, USA.
Since 2014	Member of Capgemini International Executive Council, Capgemini, Paris, France.
Since 2011	Member of Sierra Ventures CXO Advisory Board, Sierra Ventures, San Mateo CA, USA.

Awards & Recognitions

2017	Constellation Research's 'Business Transformation 150', an elite list that recognizes the top global executives leading business transformation efforts in their organizations.
2013	'Top 50 CIO Award' by 'Computer News Middle East'.
2011	'CIO of the decade' by IDG, 'Computerwoche.de' and German 'CIO Magazine'. 'CIO of the year' by IDG, 'Computerwoche.de' and German 'CIO Magazine'.
2009	'Aviation IT Manager of the year' by 'Aviation Business'. 'Top 10 CIO Middle East Award' by 'Computer News Middle East'. 'CIO of the year' runner up by IDG, 'Computerwoche.de' and German 'CIO Magazine'.