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Profile

Interim and fractional CEO/COO/CRO focused on scaling international businesses through targeted growth, innovation, and organizational transformation. Delivers measurable revenue and efficiency gains while building trust-based stakeholder relationships grounded in integrity and loyalty.

Skills & Strengths

- **Visionary Leadership** – transformed MVB from a local player to a global leader
- **Digital Transformation** – managed the transformation of MVB's core products to AI-driven SaaS
- **Transformation & Change Management** – implemented a comprehensive 'future leaders' program at MVB
- **Effective Communication** – led distributed teams of 130 people across 3 continents
- **Integrity Commitment** – shaped FLOCERT's ethical business strategy
- **Team Building** – built a sales team of 30 for Amazon's 3rd party business
- **Negotiation Skills** – conducted several M&A deals with a total volume of €30m
- **Technology** – AI proficiency, SaaS architecture & metrics, Salesforce, Maileon, Board

Why Companies Hire Me

My Role as Interim & Fractional CxO

I take on time-limited executive responsibility as CEO, COO, or CRO when companies face critical growth, transformation, or turnaround situations. I combine strategic clarity with operational execution strength and the ability to align diverse stakeholders—from owners and investors through supervisory bodies to employees—around common goals.

At the heart of my work is always the question of how to align strategy, business model, organization, and people to enable a sustainable next step of development. This includes working both "on the system" (strategy, governance, structures) and "in the system" (concrete projects, deals, team leadership).

Typical Starting Situations

Companies bring me on board particularly:

- To enter international markets and must realign strategy, organization, and governance accordingly.
- To evolve their business models toward digital, SaaS, and AI-enabled services.
- When established structures no longer fit the intended growth or profitability logic.
- When they are preparing for investor rounds, M&A transactions, or major strategic decisions.
- When an independent, experienced executive perspective is needed to balance complex interests of owners, supervisory bodies, partners, and customers.

What Clients Can Expect from Me

Clients can expect me to quickly paint a clear picture of the situation and define concrete priorities. In the first 30–45 days, the focus is on creating transparency, leveraging existing knowledge within the company, and identifying the key levers for impact.

Typical elements of my mandates include:

- Structured analysis of market, business model, finances, and organization.
- Clear, actionable roadmaps with measurable goals and responsibilities.
- Introduction or further development of management instruments (e.g., KPI systems, OKRs, regular review formats).
- Visible progress in revenue, profitability, organizational maturity, or investor readiness within the mandate period.

Service Modules and Mandate Types

Module 1: Interim / Fractional CEO for Internationalization & Transformation

In this role, I assume overall responsibility during phases when critical strategic decisions are pending—such as internationalization, strategic realignment, or leadership transitions.

Typical content:

- Development, refinement, and communication of strategy and business model.
- Building and leading international teams and establishing appropriate organizational structures.
- Aligning owners, supervisory bodies, and management team around common goals.
- Preparing key decisions (e.g., investments, market entries, portfolio adjustments).

Typical scope: 3–5 days per week over 6–12 months; close collaboration with owners, board/advisory board, and leadership team.

Module 2: Interim COO/CRO for Operational Excellence & Growth

As interim COO or CRO, I focus on operational execution of strategy, building scalable structures, and achieving growth and efficiency gains.

Typical content:

- Responsibility for operational processes, go-to-market, sales, and partner structures.
- Introduction of scalable workflows, systems, and KPI frameworks.
- Development of the leadership team and key roles in Sales, Product, and Operations.
- Support in integrating acquisitions and implementing post-merger programs.

Typical scope: 2–4 days per week over 6–9 months; often during scale-up phases or after M&A transactions.

Module 3: Strategic Advisor & Supervisory/Advisory Board Mandates

In addition to operational line functions, I serve owners, management teams, and investors as a sparring partner on strategic and governance-related questions.

Typical content:

- Assessment of market opportunities, business models, and acquisition targets.
- Support in professionalizing governance, reporting, and stakeholder management.
- Facilitation of strategy workshops, management offsites, and decision-making processes.
- Ongoing sparring on strategic, organizational, and personnel decisions.

Typical scope: Quarterly meetings, specific projects, and continuous sparring as needed.

Case Studies

Case Study 1: Live Shopping Platform – Fractional Co-CEO

Initial Situation

A growth-oriented live shopping startup faced the challenge of simultaneously developing its business model, organization, and financing to enable the next growth phase. The owners sought an experienced executive who could bring together strategy, investor readiness, and organizational build-up.

My Contribution

- Sharpening strategy, business model, and value proposition toward investors, partners, and customers.
- Building and strengthening leadership structures, roles, and decision-making pathways within the management team.
- Preparing and supporting investor processes, including storyline, materials, and key messages.
- Sparring for founders and shareholders on central growth and governance questions.

Results

- Development of a clear strategic roadmap and priorities for the next 12–18 months.
 - Significantly increased investor readiness of the company.
 - Securing two strategic investors and strengthening the organizational foundation for further growth.
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Case Study 2: FLOCERT (Fairtrade Certification) – Fractional Co-CEO

Initial Situation

FLOCERT, the certification organization in the Fairtrade system, faced a dynamic regulatory and market environment. The task was to further develop the business model, open up new growth paths, and align the organization with future requirements.

My Contribution

- Assuming co-responsibility in management as interim Co-CEO.
- Design and implementation of strategic and organizational transformation.
- Building a Business Development unit for systematic development of new business areas.
- Development of a growth playbook defining clear priorities, target markets, and offering logic.

Results

- Clearer strategic positioning and a future-proof business model in the context of international standards.
 - New growth paths through structured business development.
 - Increased organizational resilience to changing expectations from standards, customers, and stakeholders.
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Case Study 3: MVB – International Scaling & M&A as Group CEO

Initial Situation

MVB, a provider of digital infrastructure for the book industry, aimed to evolve from a primarily nationally focused organization to an internationally scaling player with profitable growth dynamics. At the same time, new business areas were to be built and strengthened through targeted acquisitions.

My Contribution

- Overall responsibility as Group CEO for strategy, business development, and international expansion.
- Building locations on three continents and leading a team of approximately 130 employees.
- Design, negotiation, and execution of multiple M&A transactions including integration of acquired companies.
- Further development of structures, processes, and leadership team toward an internationally capable organization.

Results

- Scaling to approximately €23 million revenue with about +30% revenue growth and approximately +75% profitability increase.
 - Establishment of an international organization with clear responsibilities, governance structures, and reporting lines.
 - Execution of M&A transactions totaling approximately €28 million enterprise value with successful integration into the overall organization.
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Case Study 4: Amazon Germany – Building Marketplace & Merchants

Initial Situation

Amazon faced the task in Germany of scaling the then-young marketplace business and building a sustainable merchant ecosystem. The goal was to significantly expand revenue and product range through external merchants while ensuring Amazon-level processes and quality.

My Contribution

- Building the Marketplace and merchant organization in Germany from scratch.
- Development of sales and onboarding structures for new merchants.
- Managing acquisition of key partners and continuous performance optimization.
- Close coordination with international teams for integration into global Marketplace structures.

Results

- Acquisition of over 100 key merchants in core product categories.
 - Contribution to approximately +50% increase in Marketplace revenue.
 - Establishment of a scalable model for merchant acquisition and support in Germany.
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Case Study 5: MVB / Industry Infrastructure – Digitalization & Standardization

Initial Situation

As central infrastructure for the book industry, MVB needed to digitalize existing services and develop new, scalable business models. At the same time, international standards such as ISBN and related identifiers needed to be anchored in digital ecosystems.

My Contribution

- Further development of existing products toward digital platform and SaaS offerings.
- Managing projects for AI-supported classification and data enrichment.
- Close collaboration with national and international industry associations, standardization bodies, and partners.
- Building structures enabling international use and scaling of services.

Results

- Establishment of new, digital revenue sources with recurring income.
 - Strengthening MVB's role as internationally recognized provider of industry infrastructure.
 - Contribution to higher efficiency and quality in the industry through standardized, digital services.
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Executive CV – Short Profile

Short Profile

Experienced interim and fractional CEO, COO, and CRO with focus on internationalization, digital transformation, and governance in knowledge-intensive service and infrastructure companies. Long-standing leadership experience as Group CEO, Program Director, and Co-CEO, combined with mandates in supervisory and advisory functions.

I support companies in building digital and SaaS business models, establishing international structures, and bringing together complex stakeholder landscapes—from owners and investors to regulation and standardization. Clients value my ability to combine strategic clarity with pragmatic implementation and a calm, reliable leadership approach.

Core Experience (Selection)

- **Interim & Fractional CxO** – Mandates as Co-CEO, strategic advisor, and board member in technology- and infrastructure-oriented organizations (including live shopping, certification, industry infrastructure).
- **Group CEO MVB** – International scaling across three continents, building digital infrastructure offerings, execution of multiple M&A transactions with significant value contribution.
- **Program Director Amazon Germany** – Building the Marketplace and merchant business, significant growth in revenue share from external merchants.
- **Other Leadership Roles** – Responsibility in consulting-related and association-based environments, including at the intersection of media, technology, standards, and regulation.

Functional Focus Areas

- Strategy development, business model innovation, internationalization.
- Digital transformation, platform and SaaS models, AI-enabled services.
- Organizational development, leadership development, culture and change.
- Governance, supervisory and advisory board work, stakeholder management with associations, regulators, NGOs, and investors.

Industry Focus

- Media and content & data infrastructure.
- Software/SaaS and digital platforms.
- E-commerce, marketplaces, and live shopping.
- Certification, standards, associations, and B2B services.

Languages & Region

- German (native), English (fluent/business proficient), French (fluent/business proficient), Spanish (basic), Portuguese (basic).
- Focus on DACH region, assignments across Europe and globally—on-site and remote.

Detailed Professional Experience

01/2025 – today | Frankfurt

Interim Management, Strategy Consulting & Coaching

Key Achievements:

- **FLOCERT/Fairtrade:** Developed and implemented a growth strategy while maintaining operational integrity (7 months)
 - **International ISBN Agency:** Facilitated the development of a long-term strategy harmonizing the global standard with country-specific needs (6 months)
 - **Geddid:** Developed a competitive strategy and ensured investor readiness. Prepared the startup for scaling (4 months)
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11/2006 – 12/2024 | Frankfurt

Group Chief Executive Officer

MVB GmbH, SaaS Provider for the media industry

- CEO of MVB (Revenue: €23 million, 130 employees on 3 continents)
- Executive Board Member of BBG, the holding company of MVB and Frankfurt Book Fair (Revenue: €50 million, 300 employees)

Key Achievements:

- Internationalized MVB by establishing subsidiaries in the US, UK, Mexico, and Brazil, increasing overall revenue by 30% and profitability by 75%
 - Developed an AI-driven re-classification of all 2.5m German language books, increasing revenue of participating booksellers by 5% on average
 - Conducted several M&A deals in Germany, US, and UK with a total transaction volume of €28m
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01/2005 – 10/2006 | Munich

Program Director

[amazon.de](#) GmbH

Launched the business unit 'Merchants@' (3rd party platform) for the German market and managed the 'Marketplace' business unit

Key Achievements:

- Built a sales team and acquired more than 100 merchants, including several leading retailers for 'Merchants@'
 - Increased 'Marketplace' revenue by 50%
 - Significantly exceeded planned revenue and profit in both units
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07/1999 – 12/2004 | Darmstadt

Chief Executive Officer
EMB AG, a boutique eCRM consultancy

Co-founded and built the company

Key Achievements:

- Grew the company from a startup to a successful consulting firm with several million euros in revenue
 - Built a team of 30 consultants
 - Secured long-term contracts with leading companies (Deutsche Bank, Lufthansa, Lufthansa Cargo, Wella, Wolters Kluwer)
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07/1997 – 06/1999 | Dietzenbach

Electronic Business Manager
Lexmark GmbH

Responsible for all online and e-commerce activities, including websites, extranets, and online marketing

Key Achievements:

- Established e-commerce as a substantial revenue source
 - Successfully implemented the Lexmark Direct Sales Program
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10/1995 – 06/1997 | London

International Product Manager
Poly-Lina Ltd., Producer of Private Label FMCG

Product management for DACH, Benelux, and Scandinavia
Category management with leading retail companies

Key Achievements:

- Doubled revenue in the respective markets
 - Received the Poly-Lina Employee Award for a pricing tool for new products
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Education

1994 – 1995 | Glasgow, UK

International Marketing | Master of Science (MSc)

University of Strathclyde

1993 – 1994 | Nancy, FR

Business Administration | Diplôme International de Management

Institut Commercial de Nancy, Université de Nancy II

1990 – 1995 | Saarbrücken, DE

Business Administration | Diplom-Kaufmann

Universität des Saarlandes

Board Positions

- **International ISBN Agency:** Board Member since 2009, Chairman from 2012 to 2018
 - **Editeur, Global Standardization Organization:** Board Member from 2010 to 2024, Chairman from 2020 to 2024
 - **ContentShift, Startup Competition:** Jury member from 2017 to 2024
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Languages

German (C2/native), English (C2), French (C1), Spanish (A2), Portuguese (A2)

Interests

- **Social Engagement:** Long-term Chairman of the Board of an association for early childcare and development
- **Literature & Languages:** Modern American literature, self-taught in Spanish and Portuguese
- **Sports:** Enthusiastic amateur athlete (skiing, running, fitness, & tennis)