



Andreas Kurz

Global Data, Analytics & AI Transformation Leader
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Executive Summary

Senior AI, data, and digital transformation leader with 10+ years of experience enabling AI-driven value creation across decentralized portfolios of operating companies in regulated and complex environments. Trusted partner to executive teams in shaping AI strategies, prioritising high-impact use cases, and translating them into scalable operating models and measurable outcomes.

Brings strong product and business acumen, combining hands-on experience with production-grade AI, analytics, and automation solutions with the ability to bridge technical experts, domain leaders, and senior stakeholders. Experienced in building repeatable AI transformation frameworks implemented across entities, aligning local requirements with group-level priorities to accelerate adoption and value creation.

Professional Experience

Digital Office – Global Head of Digital Transformation (Director) | June 2022 - present

Alfagomma Pacific Pte Ltd – Singapore

Partnered with executive teams across a decentralized portfolio of operating companies to drive AI- and automation-enabled transformation, focusing on repeatable value creation, scalable operating models, and sustainable adoption.

- Founded and led the Group Digital Office to enable AI, automation, and analytics adoption across 40+ decentralized entities, operating without direct mandate and influencing through value cases and executive alignment
- Partnered with local and group-level CEOs, CFOs, and functional leaders to shape AI and digital transformation priorities, identify high-impact use cases, and implement initiatives at the core of business operations
- Assessed AI readiness, organisational bottlenecks, and value potential across operating companies to prioritise where AI and automation would deliver the highest portfolio-level impact
- Regularly assessed technical feasibility, scalability, and commercial impact of AI solutions to inform prioritisation, vendor selection, and build-vs-buy decisions across operating companies
- Designed and rolled out repeatable AI transformation frameworks (operating models, SOPs, governance patterns) that could be adopted and scaled across entities with different maturity levels and local constraints
- Built and scaled an AI-enabled Document Intelligence platform as a group capability, automating document-heavy workflows and delivering 1–2 FTE productivity gains per participating entity, driving portfolio-wide rollout

- Developed Alfatraka, a data-driven asset management platform, positioning it directly with customers, incorporating customer feedback, and co-implementing solutions with operating companies to support customer-facing and operational use cases
- Defined Target Operating Models integrating people, process, technology, and ecosystem partners, including vendor strategy and internal capability planning, to embed AI-enabled solutions into day-to-day operations
- Established appropriate governance, access controls, and risk management practices to support AI adoption in sensitive finance, HR, and operational domains while preserving local autonomy
- Led and developed cross-functional teams of 15+ professionals (analytics, engineering, digital) and coordinated distributed teams across entities to deliver initiatives at pace

Global Head of Business Intelligence (Director) | Feb 2021 - present

Alfagomma Spa – Milan, Italy

Established and led group-wide data and analytics capabilities across a decentralized group of operating companies, creating the foundational frameworks required for scalable analytics, automation, and AI adoption.

- Led a global BI and analytics transformation across 40+ decentralized entities, standardising reporting, data definitions, and analytics capabilities while respecting local regulatory and business requirements
- Designed and implemented portfolio-level data and reporting frameworks, enabling consistent financial, operational, and management reporting across entities with different maturity levels
- Drove a group-wide Chart of Accounts harmonisation program, partnering with local CFOs and finance leaders to align structures, definitions, and reporting logic across the portfolio
- Defined and delivered new global closing and consolidation processes, successfully executed ahead of the planned sunset of legacy systems and enabling accelerated, automated group reporting
- Built the business case and led the replacement of legacy consolidation and reporting solutions, delivering **~EUR 2m total CAPEX** and **~EUR 100k annual OPEX savings in HQ and 12 FTE efficiency gains on portfolio level**
- Established a **governance and decision processes** through regular global CFO and Finance Manager forums to align priorities, manage risks, and ensure on-time delivery
- Delivered global training and enablement programs to support adoption of new data standards, reporting frameworks, and analytical ways of working across entities
- Resolved tensions between local requirements and group-level standards, ensuring both compliance and portfolio-wide scalability
- Created a **governed, auditable data foundation** that later enabled advanced analytics, automation, and AI initiatives across all group companies

Senior Manager Global Head of BI & Digital F&C Solutions | May 2019 - Jan 2021

Daimler Mobility – Stuttgart, Germany

Led global analytics and digital finance initiatives in a highly regulated financial services environment, using data and analytics to reshape operating models, improve business steering, and support executive decision-making at scale.

- Led enterprise-wide BI and analytics initiatives across a global financial services group, partnering with Group, Regional and Local CFOs to improve transparency, business steering, and execution discipline

- Designed and delivered a global OPEX and cost transparency capability during COVID, providing visibility at cost center, cost type, and FTE level across entities
- Used data-driven transparency to challenge and reshape executive assumptions on cost structures, organisational design, and operating models under high uncertainty
- Presented regularly to the Finance Management Team (Group CFO and Regional CFOs) on initiative progress, insights, risks, and required management actions
- Delivered analytics solutions in close alignment with HR due to the sensitivity of workforce-related data, balancing transparency with regulatory and governance requirements
- Restructured and reorganised the BI and digital finance team into a more efficient, product-oriented delivery model, improving ownership, focus, and speed of execution
- Strengthened cross-functional collaboration between finance, IT, and business functions to scale analytics capabilities consistently across regions

General Manager Head of F&C Application Center | Nov 2015 - Dec 2019

Daimler Financial Services Pte Ltd – Singapore

Led finance and controlling application development and reporting automation, establishing the foundation for later global BI, analytics, and AI transformation.

- Developed finance applications and replaced 150+ manual reports
- Established technical and governance foundation for BI transformation
- Ensured appropriate governance, access controls, and confidentiality for highly sensitive financial and workforce data
- Reduced operational and reporting risk by standardizing finance applications and eliminating manual, spreadsheet-based reporting processes
- Awarded CFO Innovation Award for Excellence in Analytics Transformation

Manager Corporate Controlling | May 2013 – Nov 2015

Daimler Financial Services – Stuttgart, Germany

Responsible for Sales Controlling Methods and Reporting as well as special Projects.

Business Consultant Financial Services | April 2012 – April 2013

msgGillardon – Munich, Germany

Advised financial institutions on data integration, modelling, and reporting. Part-project lead for Financial Asset Management & Data Analytics Platform roll-out.

Academic & Executive Education Roles

Adjunct Lecturer & Executive Education Guest Lecturer | June 2025 – Present

National University of Singapore (NUS)

Develop and deliver applied **AI Agent frameworks** to enable executives to design, deploy, and scale agent-based AI systems for enterprise value creation.

- Design and deliver applied AI, analytics, and automation frameworks for executives and postgraduate students
- Translate complex AI and data concepts into practical business decision frameworks and operating-model implications
- Focus on AI-enabled process redesign, adoption, and governance, bridging business strategy and technical execution
- Enable senior leaders to understand opportunities, risks, and implementation considerations of AI and automation initiatives

Selected AI Agent Transformation Themes

Agent-Enabled Process Orchestration

Applying AI agents to coordinate and automate complex, multi-step business processes (e.g. document handling, finance workflows, operational decision support), moving beyond standalone automation or chatbot use cases.

Human-Agent Collaboration & Accountability Models

Designing operating models where AI agents augment human decision-making, with clear accountability, escalation paths, and controls suitable for regulated and enterprise environments.

Portfolio-Ready AI Agent Frameworks

Defining repeatable frameworks and architectures for deploying AI agents across decentralized operating companies with varying maturity levels, balancing local autonomy with group-level standards.

AI Agent Governance, Risk & Controls

Embedding access control, auditability, and risk management into agent-based systems to ensure responsible, scalable deployment in sensitive finance, HR, and operational domains.

From Use Case to Operating Model

Translating AI agent pilots into scalable operating models by aligning technology, processes, skills, and change management to achieve sustained business impact.

Education

B.Sc. Business Administration & Engineering

University of Applied Sciences, Pforzheim, Germany – 2012

Publications & Projects

- *The AI Rat Race - Keeping Up with New Technologies or Waiting for Maturity?* – APAC CIO Outlook, May 2025
- *From Assistant to Deputy: Setting Up an LLM Automation Platform in Corporate Environments* – APAC CIO Outlook, Sep 2024
- *Low-Code & No-Code Platforms in Enterprise Scenarios* – APAC CIO Outlook, Jan 2023
- *CHLKD: CRM App for CrossFit Gyms* – App Store & Play Store
- *Excel Clever Nutzen: Operational Excel Solutions for Enterprises*, Jan 2013