

Monika Mlady

AI Strategy & Enablement | Business Strategy & Leadership

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Based in Nuremberg · open to hybrid working with coordinated on-site presence in Hamburg · available from Q4 2026

PROFILE

I turn complex AI questions into clear decisions, viable structures and solutions that work in everyday practice. My starting point is never the newest tool. I start with the business problem, examine what people and processes really need, and bring strategy, enablement, governance and delivery together. Today I lead a 35-person consulting and delivery unit, have built a ten-person AI Delivery Capability and develop AI offerings and customer solutions from the first use-case idea through to productive use.

CORE COMPETENCIES

- AI Enablement & Transformation
- Business Strategy & Use-Case Prioritization
- Leadership & Capability Building
- Executive Advisory & Stakeholder Alignment
- Business–Technology Translation
- AI Solution & Vendor Evaluation
- AI Portfolio & Offering Development
- Adoption, Change & Learning Formats
- Customer Service & Process Transformation

CAREER JOURNEY

Team Lead Contact Center Solutions.

since Apr. 2022

NTT DATA Deutschland SE · Munich

Leads a 35-person consulting and delivery unit for contact center, customer experience and AI-supported service processes; responsible for portfolio, presales, delivery, partner management, utilization and staff development.

Built a ten-person AI Delivery Capability and expanded traditional contact center roles through general AI training, vendor enablement and a weekly lessons-learned format.

Developed new offerings around Agent Assist, Voice AI, AI Strategy, AI Assessments and AI Readiness; advises customers on use-case prioritization, technology selection, guardrails and the distinction between Agentic AI, workflows and traditional automation.

The team delivers productive customer solutions for, among others, service desk automation, ticket intake, self-service, Agent Assist as well as AI-supported processes with RPA integration.

Product Owner Contact Center Solutions

2019 –2022

DATEV eG · Nuremberg

Responsible for strategy and digitalization initiatives for internal service and sales units with a focus on automation, self-service and a seamless customer journey.

Developed contact center and bot use cases, initiated the evaluation of Conversational AI and supported technology selection, proofs of concept and pilots.

Provided professional leadership to the telephony and contact center team, established agile ways of working and developed it into a cross-functional team at the interface of business, technology and operations.

System Design Consultant – Telecommunications & Contact Center

2012 –2019

DATEV eG ▪ Nuremberg

Led cross-departmental projects for the introduction and modernization of telephony, contact center and unified communications solutions.

Managed the migration of a business-critical platform for around 1,500 contact center and 3,000 back-office users in 60 departments and at four locations.

Coordinated service providers, contracts, data protection, IT security, works council, training and management reporting.

Head of Civil Engineering and Operations

2011 –2012

fibratec GmbH ▪ Nuremberg

Led the civil engineering, fault clearance, logistics, billing and construction units; responsible for capacity planning, forecasting, order management and quality.

Project Lead Key Accounts

2008 –2011

Kabel Deutschland AG ▪ Nuremberg

Managed infrastructure projects for large housing companies, from calculation and network expansion planning through to the coordination of sales, authorities, civil engineering contractors and field service.

EDUCATION

Apprenticeship as IT Systems Electronics Technician

2005 –2008

Deutsche Telekom AG ▪ Nuremberg

Technical apprenticeship with a focus on telecommunications systems, network technology, installation and customer service.

Greater Coach & ICF CCE Certificate

2021 – 2022

Greater GmbH ▪ Cologne

Part-time continuing education with a focus on coaching, personal development and change processes.

Master Professional of Technical Management

2013 – 2015

Grundig Akademie ▪ Nuremberg

Part-time advanced professional training in corporate management, business administration, organization and technical management.

State-Certified Technician in Electrical Engineering

2008 – 2013

DAA Technikum ▪ Nuremberg

Part-time continuing education with a focus on electrical engineering, information and communications technology as well as data processing.

CERTIFICATIONS

ITIL® Intermediate certificate in IT Service Operation

ITIL® Intermediate Certificate in Service Design

ITIL® Intermediate Certificate in Service Strategy

ITIL Foundation (V3)

ITIL® Intermediate Certificate in Service Transition

ITIL Expert (V3)

PROJECT HISTORY

NTT DATA Deutschland SE

Team Lead: Building an AI Delivery Capability for Customer Service 04/2022 – present

Responsible for the strategic and professional development of a 35-person consulting and delivery unit. Building a ten-person AI Delivery Capability and expanding traditional contact center roles to include Conversational AI, Agent Assist, Voice AI and Agentic Customer Service.

Introduction of general AI training, vendor-specific qualifications and a weekly exchange format for project results, lessons learned, new developments and practical solution approaches. Development of new portfolio offerings and building of a customer pipeline for productive AI and automation projects.

Focus areas: AI Enablement, Capability Building, Portfolio Development, Presales, Vendor Evaluation, Partner Management, Agent Assist, Voice AI, Conversational AI, Agentic AI, AI Strategy, AI Assessments, AI Readiness, Governance, Guardrails, Team Leadership.

CUSTOMER & TRANSFORMATION PROJECTS

Project Lead: Design of a central Legal and Compliance service portal 01/2026 – 04/2026

Management of the exploration and design phase for central access to legal and compliance-related requests.

Conducting stakeholder workshops, structuring the business requirements as well as developing a shared target vision for more transparent responsibilities, standardized processes and more efficient processing paths.

Translation of differing business and technical perspectives into a robust basis for decision-making and an actionable solution concept.

Focus areas: Microsoft Dynamics 365, Requirements Management, Stakeholder Management, Workshop Facilitation, Process Analysis, Target Operating Model, Solution Design, Governance, Business Process Design, Transformation Consulting.

Service Manager: Operation of a business-critical contact center platform 06/2025 – 04/2026

Responsible for the stable operation and continuous further development of a mission-critical contact center platform.

Management of incident, problem and change processes as well as coordination of 2nd- and 3rd-level support.

Ensuring service quality, system availability and SLA compliance as well as managing escalations and improvement measures during ongoing operations.

Focus areas: Enterprise Contact Center, ITIL Service Management, Incident, Problem & Change Management, SLA Management, Service Governance, Escalation Management, Support Coordination, On-Call Duty, Service Reporting, Continual Service Improvement.

Project Lead: Introduction of a cloud-based omnichannel service platform 12/2024 – 06/2026

Responsible for the introduction and further development of a cloud-based customer service platform. Management and prioritization of business requirements, maintenance of the product backlog as well as coordination of releases and deployments across development, test and production environments.

Support of international service organizations, stabilization of operations and further development of service processes, omnichannel communication and AI-supported functions.

Focus areas: Cloud Contact Center, CRM, Omnichannel Communication, Conversational AI, Product Ownership, Requirements Engineering, Product Backlog Management, Release and Deployment Management, Stakeholder Management, Hypercare, Agile Project Methods.

Service Manager: Operation and further development of a cloud omnichannel platform 12/2023 – present

Responsible for the operation and continuous further development of a cloud-based contact center solution.

Management of incident, change and service processes as well as ensuring system stability, service quality and SLA compliance.

Coordination of customers, operations, vendors and technical teams as well as identification and prioritization of improvements for more efficient customer service processes.

Focus areas: Cloud Contact Center, ITIL Service Management, Incident, Problem & Change Management, SLA Management, Service Governance, 2nd-Level Support, Stakeholder Management, Service Reporting, Operations, Escalation Management, Continual Service Improvement.

Project Lead: Introduction of an omnichannel cloud contact center platform 07/2023 – 11/2023

Management of the introduction of a cloud-based contact center solution for integrating voice, chat and email.

Gathering and prioritization of business requirements as well as advising on the optimization of service processes, transparency and customer experience.

Coordination of implementation, rollout and change activities through to handover into operations.

Focus areas: Cloud Contact Center, Omnichannel Communication, Voice, Chat and Email Integration, Reporting, Real-Time Monitoring, Requirements Engineering, Business Process Consulting, Stakeholder Management, Rollout, Change Management.

Business Consultant: Strategic selection of an omnichannel contact center platform 07/2023 – 10/2023

Advising on the replacement of an existing contact center solution. Conducting requirements analyses, market exploration and vendor evaluation as well as developing a structured basis for decision-making for a future-proof communication platform.

Facilitation of vendor and stakeholder workshops and evaluation of the solutions based on business requirements, integration capability, future viability and business fit.

Focus areas: Contact Center Strategy, Omnichannel Communication, RFI, Vendor Evaluation, Business Requirements Engineering, Market Analysis, Vendor Workshops, Solution Evaluation, Stakeholder Management, Decision Papers, Innovation Consulting.

Business Consultant: Strategy and evaluation for Conversational AI 04/2022

Evaluation of Conversational AI solutions for use in customer service. Analysis of automation potential, development of concrete chat and voicebot use cases as well as design of human-handover and integration scenarios.

Evaluation of providers and solution approaches taking into account customer experience, data protection, infrastructure, knowledge management and operability.

Focus areas: Conversational AI, Chatbots, Voicebots, Human Handover, Service Automation, Use-Case Analysis, Vendor Evaluation, Data Protection, Infrastructure Assessment, Proof of Concept, Requirements Management, Technology and Architecture Consulting.

DATEV PROJECTS

Project Lead: Migration and introduction of a high-availability contact center platform 01/2020 – 10/2021

Management of the migration of around 1,500 hotline and 3,000 back-office users in 60 departments and at four locations to a new on-premise contact center platform. Leadership of a cross-departmental project team with 37 members.

Responsible for target architecture, project planning and budget, contract and price negotiations, management reporting, data protection, IT security, works council involvement as well as the test, training, rollout and hypercare concept.

Focus areas: Unify Contact Center, ACD, Voice Routing, Softphones, Mobile Clients, CRM Integration, Data Center Architecture, Requirements Engineering, Project and Budget Management, Vendor Management, Contract Management, Change Management, Test, Rollout, Training, Hypercare.

Project Lead: Development of a company-wide contact center strategy 11/2019 – 11/2021

Development of a strategic target vision for the future collaboration of service, sales, CRM and contact center. Analysis of existing processes, channels, responsibilities and interfaces as well as identification of digitalization and automation potential.

Conducting market analyses, benchmarks and vendor showcases with, among others, Genesys, NICE, Luware, Aspect, Cisco and Enghouse Interactive. Alignment of more than 50 stakeholders from business and IT and development of a shared omnichannel and customer journey strategy.

Focus areas: Contact Center Strategy, Omnichannel, Customer Journey Management, Conversational AI, Business Capability Analysis, CRM and Contact Center Evaluation, Market Analysis, Target Architecture, Executive Alignment, Stakeholder Management, Workforce Management.

Project Lead: Introduction of a CTI and presence management solution 01/2018 – 11/2019

Introduction of ProCall for better integration of telephony, CRM and service processes. Gathering of business requirements, selection and involvement of suitable vendors as well as design of a customer-specific solution together with the provider.

Management of the agile development in two-week sprints and planning of the gradual migration of around 6,000 users. Leadership of a cross-departmental project team with 15 people.

Focus areas: ProCall, CTI, CRM Integration, Presence Management, Screen Pop, Collaboration, Requirements Engineering, Product Ownership, Agile Development, Sprint Management, Vendor Management, Contract Negotiation, Rollout, Training.

Subject-Matter Consultant: Introduction of chat and voicebot technologies

04/2017 – 05/2018

Subject-matter consulting on the integration of chatbots and voicebots into existing service processes. Development and evaluation of suitable use cases for pre-qualification, intent recognition, self-service and automation.

Design of human-handover scenarios and advising on the design of seamless customer journeys between automated dialogues and personal service.

Focus areas: Chatbots, Voicebots, Conversational AI, Intent Recognition, Human Handover, Service Automation, Customer Journey Design, Use-Case Development, Interfaces, Contact Center Integration.

Project Lead: Self-service portal for hotline management

01/2016 – 05/2017

Design and introduction of a self-service portal that enabled departments to manage contact center functions independently. The goal was to automate standard tasks, reduce administrative effort and give departments greater operational flexibility.

Management of UX and backend development, integration into existing call flows, involvement of the departments as well as planning of tests, training and rollout.

Focus areas: Self-Service Portal, Contact Center Administration, Callflow Integration, Requirements Engineering, Product Ownership, UX, Agile Software Development, Developer Management, FAT, UAT, Stakeholder Management, Training, Rollout.

FIBRATEC PROJECTS**Project Lead: Introduction of a central order management tool**

06/2011 – 11/2011

Development and introduction of a new tool for cross-departmental order management. Gathering and consolidation of the requirements from civil engineering, fault clearance, logistics and billing as well as selection and management of an external development partner.

Support of development and testing, qualification of the staff and adaptation of the operational processes to the new solution.

Focus areas: Requirements Engineering, Process Analysis, Vendor Selection, External Development Management, Testing, Training, Process Implementation, Change Management.

Project Lead: Reorganization of the Civil Engineering and Network Level 3 unit

04/2011 – 07/2011

Analysis of the existing organization, definition of new areas of responsibility and tasks as well as planning of capacities and functional assignments.

Development and introduction of standardized operational processes, training plans, knowledge bases and cover arrangements to improve manageability, quality and collaboration.

Focus areas: Organizational Development, Process Design, Workforce Planning, Role and Responsibility Model, Training, Knowledge Management, Standardization, Change Management.

LANGUAGES

Languages: German – native language · English – professional.