

Raquel Kehl

STRATEGIC REGULATORY TRANSFORMATION ARCHITECT

60%

Fewer manual steps

DORA / GDPR / AI Act workflows

20%+

External cost cut

SaaS migration

0

Downtime at go-live

Multi-vendor system

15+

Years experience

CH / FL / International

CAREER TRAJECTORY

2007–10

L

Logistician

Leica Geosystems

2010–14

P

Production Planning & Sales

SwissOptic

2014–19

C

Customer Service

Ivoclar Vivadent

2019–21

T

International Trade Specialist

Safran Vectronix

2021–22

E

Project & Event Manager

bbz St.Gallen

2022–23

R

Rebranding Project

Sora Bank

2024–26

I

Innovation PM

Sigma Bank

CORE COMPETENCIES

Technical PM & Delivery Architecture

PoCs · requirements engineering · zero-downtime · business/IT bridge

IT Risk, Compliance & Enterprise Architecture

COBIT · GDPR · ISO · ITIL · third-party risk assessment · exit strategy · cloud migration

Agentic AI & Orchestration

multi-agent systems · AI orchestration · safety frameworks · GRC-integrated AI controls

M365 Digital Workplace & User Adoption

M365 & Jira automation · HCI-enablement models · change adoption · UX/UI

ITSM, GRC & Change Governance

CAB operationalisation · ITIL reviews · SLA control · ITSM processes

Digital Transformation & System Integration

SaaS core-banking migration · legacy modernisation · low-code workflows · ERP/core-banking bridging

AI-Accelerated Architecture & Delivery

GenAI prototyping · architecture patterns · evals

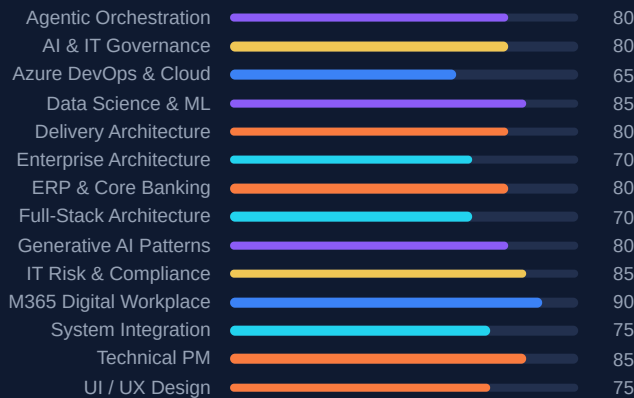
LANGUAGES

6 languages



TECHNICAL SKILLS

AI GRC ARCH CORE PROD



EDUCATION

- MSc Business Information Technology**
OST — Eastern Switzerland UAS
2024–2027 **Digital Finance** ongoing
- BSc Business Information Technology**
OST — Eastern Switzerland UAS
2020–2024 **Software Dev.**
- Eidg. Aussenhandelsfachfrau**
SSIB
2017–2018
- Dipl. Betriebswirtschafterin HF**
BVS St. Gallen
2013–2015

CERTIFICATIONS

+ **Foundations of AI Security**
Zenity, 2026

+ **IPMA Level D**
VZPM, 2022

+ **Catalyst Impact Lectures**
IE School, 2023

+ **CAE Advanced English**
Cambridge

+ **DALF C1 Français**
Univ. Lyon

+ **ADR Gefahrgutbeauftragte**
GEFAG, 2020

COMMUNITY & MEMBERSHIPS

JCI Bellevue-Zürich

2021 - ongoing; Projects: Fit4Jobs, Startup Exchange

Tech & UX Volunteering

HackZurich · Digital Festival · VIScon · World Usability Day · 2022–2024

Academic Initiatives

eBusiness Challenge, OST Eastern Switzerland UAS · 2023

Professional Memberships

ISACA · UX Schweiz · alumniOST · JCI Bellevue-Zürich (Board)

PROFESSIONAL SUMMARY

Regulatory Transformation Architect & Technical Project Lead with 15+ years of cross-sector experience spanning banking and financial services, high-tech, medical technology and precision manufacturing. Specialises in translating complex governance, risk and compliance requirements into robust technical target states, audit-ready operating models and executable delivery roadmaps. Combines C-level facing IT governance, systems architecture, end-to-end process design and international operational experience in highly regulated environments. Leverages ITSM methodologies, GRC principles and agent-based AI to design scalable, audit-proof solutions that deliver measurable efficiency gains and strong user adoption. Stands for governance that does not stop at policy statements, but is demonstrably embedded in day-to-day operations and resilient, real-world performance.

PROFESSIONAL EXPERIENCE — OVERVIEW

Innovation Project Manager

02/2024 – 05/2026

Sigma Bank AG

Schaan, Liechtenstein — Full-time · Reporting to COO

Leads complex IT, governance & regulatory transformation programmes in a private banking environment, translating demanding mandates into stable, high-performing & audit-ready target systems. Combines technical delivery ownership with regulatory implementation responsibility & direct exposure to the COO office, spanning zero-downtime SaaS core banking migrations, data-driven ITSM/GRC control models, DORA incident governance, cloud exit planning & enterprise AI governance aligned to the EU AI Act, NIST & ISO/IEC 42001.

- **Technical Delivery Architecture:** End-to-end steering of time-critical ICT and transformation processes, including requirements engineering, technical business analysis, PoC design & implementation blueprints for regulated target architectures; designed parallel-run & transition scenarios for SaaS core banking migrations to safeguard operational continuity.
- **ITSM, GRC & Change Governance:** Digitised & operationalised the Change Advisory Board (CAB); established control & decision-making structures for change, incident & service governance; delivered data-driven SLA oversight, GRC audit cycles & compliance reporting to support C-level decision-making & audit resilience.
- **Regulatory Compliance & Enterprise Architecture:** Embedded DORA, GDPR & EU AI Act requirements into scalable, audit-ready system & control architectures; developed cloud exit strategies, contributed to operating & control model design & led third-party risk assessments across transformation and outsourcing initiatives.
- **DORA Incident Governance:** Supported the governance & organisational readiness of major ICT-related incident reporting processes; contributed to classification, escalation & formal reporting readiness for ICT incidents in line with DORA requirements and associated technical standards.
- **AI Governance & Applied AI Assessment:** Co-developed the enterprise AI governance framework based on the EU AI Act, the NIST AI RMF and ISO/IEC 42001; assessed practical AI use cases, including RAG-based compliance assistants, against risk, control, transparency and documentation requirements; translated findings into actionable management & board-level recommendations.
- **M365 Workplace Transformation & User Adoption:** Orchestrated cross-platform low-code workflow automation across M365 & Jira; designed HCI-informed enablement & adoption approaches to improve process efficiency, standardisation, traceability & sustained user uptake in day-to-day operations.

Exam Supervision & Technical Support

12/2023 – 04/2026

University of St.Gallen (HSG)

St. Gallen, Switzerland — Seasonal

Ensured the smooth, secure and compliant delivery of centrally organised written examinations at the University of St.Gallen, combining student invigilation with identity, material and process checks, timekeeping and first-level support for computer-based exams, including login assistance, basic technical troubleshooting, incident handling and escalation to the responsible exam leads in a high-volume, standardised examination environment.

International Trade Specialist

12/2019 – 07/2021

Safran Vectronix AG

Heerbrugg, Switzerland — Full-time

Managed end-to-end international trade and export operations in a Swiss high-tech defence and security environment, preparing shipping, customs and export documentation (commercial invoices, packing lists, country-specific certificates, export licences and ATA carnets) for opto-electronic targeting, rangefinding and observation systems, planning and coordinating international air, sea and road freight for controlled goods, processing import and export entries in e-trans and SAP, maintaining customs-relevant master data and working closely with customs authorities, chambers of commerce and internal stakeholders to ensure full export-control, sanctions and customs compliance.

Project Assistant – Corporate Rebranding

10/2022 – 04/2023

Sora Bank AG

Vaduz, Liechtenstein — Working Student 40%

Supported a bank-wide corporate rebranding at a Liechtenstein private bank by migrating and standardising Private Banking forms and client-facing templates from legacy documents to Adobe PDFs in line with the new corporate identity and compliance requirements, providing day-to-day project administration (meetings, minutes, action tracking), acting as an internal point of contact for rebranding queries, coordinating information flows across functions and assisting with quality checks prior to go-live.

Customer Service Representative

10/2014 – 12/2019

Ivoclar Vivadent AG

Schaan, FL Liechtenstein — Full-time

Worked for a global leader in dental solutions headquartered in Schaan, managing end-to-end B2B order-to-cash processing in SAP (quotations, orders, deliveries, deadline monitoring, complaints, returns) for subsidiaries and external customers, preparing shipping, export and dangerous goods documentation (ADR, Shipper's Declaration, IMO) with correct Incoterms and origin data, coordinating international road, air and sea freight, processing EDI inbound orders for key accounts, mapping and maintaining customer service and after-sales processes in Confluence, checking logistics invoices and supporting product presentations at international dental trade fairs (e.g. IDS Cologne).

Project & Event Manager

09/2021 – 04/2022

Bankenberatungszentrum | bbz st.gallen ag

St. Gallen, Switzerland — Working Student 80%

Responsible for the end-to-end planning and delivery of banking industry events (incl. Hypoforum at SIX ConventionPoint), covering budgeting, quality, timeline and cost control, ticketing, website management (content, landing pages, surveys), marketing campaigns (email, web, social), event analytics (response, conversion and no-show rates), as well as operational participant and communications management, invigilation, on-site support and first-level support for SAQ certifications in line with the industry standard recommended by SwissBanking.

Production Planning & Control (PPC) | Sales & Export

10/2010 – 09/2014

SwissOptic AG

Heerbrugg, Switzerland — Full-time

Responsible for SAP-based production planning and materials requirements control across PP, MM, SD and QM for high-precision optical assemblies in a clean-room environment; managed primary and secondary demand, maintained critical master data (BOMs, routings, work centres, planning parameters), coordinated with R&D and Engineering based on technical drawings and 3D CAD/CAE data, planned internal material flows, handled internal sales and repair orders, and oversaw export processing for high-value instruments including tariff classification and origin of goods in SAP to safeguard business continuity and global supply reliability.

STRENGTHS · SOFT SKILLS · HOBBIES

KEY STRENGTHS

- 01 Human-Centric System Design
- 02 Cross-Functional Orchestration
- 03 Operational Reality Check
- 04 Regulatory-to-Digital Translation
- 05 Continuous Agile Learning

SOFT SKILLS

- 01 Empathy
- 02 Stakeholder Management
- 03 Critical Thinking
- 04 Bridge-Building
- 05 Learning Agility

HOBBIES & INTERESTS

- 01 Hiking & Trekking
- 02 Solo Adventure/Cultural Travel
- 03 Strength Training
- 04 Skydiving
- 05 DIY Robotics & Scale Model Building (recently started)