Patrick Kögel

INTERIM & FRACTIONAL HEAD OF PRODUCT

patrick@sdgventure.de
patrickkoegel.com · LinkedIn
Based in Germany · German, English

I take product bets from decision to paying customers.

Hands-on and accountable for the business case, built on what your company already has, then handed to a permanent team.

01 / WHAT I DO

Two situations.

New bet

No product yet

A new product or service, owned from zero to paying customers, business case included, until a team of yours runs it.

YOU GET

A product customers pay for, and your own team running it.

Reset

Already running, but stuck

I take it over as interim, get scope, delivery and the people involved back on one line, and hand it back.

YOU GET

An initiative that delivers again, and a team that knows why.

02 / RECORD

Since 2014.

6+
NEW BETS TAKEN FROM 0 TO 1

4
RESETS OF STUCK PRODUCTS AND DELIVERY

30+
TEAM BUILT FROM ZERO

7-fig
PRODUCT BUDGETS, STAGE-GATE FUNDED

03 / FORMATS

How we'd work together.

FULL-TIME

Interim

For a new product, an AI initiative or a reset that needs someone in the room every day. As interim Head of Product, or as the person who owns one core initiative end to end.

2–3 DAYS A WEEK

Fractional

Product leadership while you hire, or when the founder or CTO should stop doing product on the side. Or as sparring and coaching for your team.

TERRAIN	Climate & energy · Compliance & regtech · Mobility · Fintech · Proptech
AMONG OTHERS FOR	**Deutsche Bahn · Henkel · JobRad · Berlin Hyp · DJE · PreZero · ING**

Nine engagements, newest first.

01

RESET

Since Aug 2026
Remote / on-site

Home-energy platform · client confidential

Interim Head of Product

A leading home-energy platform in Germany wants to go deeper into its installers' work; for that, its core has to deliver first. Started with a screening of a platform the client considered buying: product and technical maturity across architecture, extensibility, integration effort and key-person risk, scored against thresholds developed with the client. Now leading the reset of the client's own lead system, with a clear picture of go-live, tech, team and planning in three weeks. The target picture, build, buy or partner, follows.

02

RESET

Jan – Jun 2026
Remote

realworld one · via SDGventure

Interim Delivery Lead

Led delivery of two key client projects, VR solutions for leading life-science and optics companies, both over budget and over time when I started, with around 20 contributors across disciplines and time zones, from India to Brazil. Named the bottlenecks behind the overruns, and worked with the CEO and VPs on the changes needed across projects, instead of project by project.

03

NEW BET

Sep 2022 – Jun 2024
Remote

Whatever.Works · JobRad Group, via MVP Factory

Interim Head of Product

Full venture build for JobRad Group, MVP Factory's strategic investor from day one: compliant workations for employers, built as a rule engine covering 150+ countries. Live in 14 weeks, admin time per request cut to under 10 minutes, Shape Up introduced, 30+ B2B clients, Best HR Startup 2023. Hired the Head of Product and Sr. PM who took over. JobRad chose to internalize the capability rather than spin it out; Whatever.Works now runs as JobRad Group's digital product unit.

04

NEW BET · AI

Jun 2021 – Jul 2022
Remote

PlasticPlan · Henkel, via MVP Factory

Interim Head of Product

Full venture build to test whether AI-automated packaging-compliance reporting was viable, with Henkel as strategic investor from day one. Built the data engine (SAP integration, automated classification, data validation, expert check) with Henkel as the live pilot: live in ten months for the UK Plastic Packaging Tax, up to 80% lower reporting cost. Used that proof to build the funding case through to the final stage gate. Henkel chose to keep the capability in-house in Global Tax, and two more companies lined up as pilots.

05

RESET

Oct 2019 – Mar 2020
Berlin

Mobility Inside · Mobimeo (Deutsche Bahn), via SDGventure

Interim Head of Product

Joined after the pilot phase, when stakeholder misalignment was putting follow-up funding at risk. Led the whole project with product responsibility, three product teams under one owner, aligned the CTO, CPO and CSO, and delivered a closed beta with about 2,000 travellers, integrated ticketing and routing across DB, MVG, RMV and VRR, reaching about 40% of Germany's population, to prove the value proposition before the next funding decision.

06

NEW BET

Aug 2019 – Feb 2020
Berlin

ForTomorrow · with its founder Ruth von Heusinger

Co-Initiator, Head of Product

A heart project: could climate action be a real, accessible monthly subscription rather than a donation? Built and validated the MVP with a scientific advisory board to keep the mechanism credible (EU ETS certificate cancellation plus safeguarded reforestation), then let it grow organically: 3,007 supporters and 57,802 t CO_2 by October 2026, three awards.

07

RESET

Aug – Nov 2018
Berlin

PreZero · GreenCycle (Schwarz Group), via etventure

Interim Principal PM

The Schwarz Group had announced its first digital product, a portal for ordering waste containers at a fixed price, and the build wasn't going to make the date. Took over for the final MVP phase, reprioritised scope, ran end-to-end QA, automated workflows and owned the release. Launched and handed over to the client, in a state the next team could build on.

08

NEW BET

Oct 2017 – Oct 2018, and three months in 2019
Berlin

OnSite ImmoAgent · Berlin Hyp, via etventure

Interim Head of Product

Berlin Hyp had validated several diversification concepts and needed one taken from idea to a company of its own. Led the project and the product, alongside leading Berlin Hyp's digital unit and its venture building. Led the C-level funding case, built the crowd-sourced inspection model and the network behind it (close to 1,000 local inspectors, 250+ inspections by launch), and drove go-to-market to the first paying B2B real-estate clients. Berlin Hyp founded it as its own company, the first product of its digital strategy.

09

NEW BET

Apr 2016 – Jan 2018
Berlin / Munich

Solidvest · DJE Kapital, via etventure

Interim Head of Product

DJE Kapital wanted a digital wealth-management product but had no internal digital product capability. Coached the internal founders, led validation and the build across web and mobile, and directed the harder integrations (Privé order management, FIX API with Baader Bank) myself, managing a mid seven-figure budget. Live with paying clients from May 2017, DJE Kapital's first corporate venture, today part of DJE's own asset management.

05 / ADVISORY

Alongside.

APR – MAY 2025 · REMOTE

Circonomit

Advisor, product leadership

Helped the founders reposition from an environmental-data toolkit to a decision-intelligence platform: a clear ICP from founder and customer interviews, opportunity mapping, and the MVP and go-to-market foundation.

FEB 2025 – TODAY · REMOTE

edenity.

Advisor, product leadership

Fractional product leadership for founders and operators: scaling the organisation and aligning product and tech, with empowered teams and pragmatic org design in early-stage companies.

06 / CLIENT VOICES

From references.

"He came in at a critical stage and quickly brought structure, clarity and momentum to a complex product challenge."



Uwe Michaelis
Founder,
Whatever.Works

"... a deep motivation to 'do the right thing' ... [I] would jump at the opportunity to collaborate with him again."



Darryl Feldman
CPO, Mobimeo

"I have no reservations in recommending your company to others and look forward to cooperate again in the future."



Dr. Nora Mundschenk
Corporate Director
Global Tax, Henkel

"His leadership style was built on trust, respect, positive mindset ... a true 'asset' for any team and market challenge."



Christian Reichmann
Partner, etventure EY

Further references: Philipp Petrescu (Founder, MVP Factory) · Philipp Herrmann (Founder, etventure).

07 / CAREER

Where I've worked.

SEP 2018 – TODAY · REMOTE / ON-SITE

SDGventure

Founder · interim product leadership

Independent interim product leadership practice, for interim operating mandates and new ventures, for startups, scale-ups, Mittelstand and corporates. Solo or with a small crew of builders I've worked with for years, all hands-on in the product.

JAN 2021 – JUN 2024 · REMOTE

MVP Factory (now Ness / KKR)

Interim Head of Product (independent)

Venture-building mandates inside MVP Factory's studio model, alongside SDGventure: PlasticPlan for Henkel and Whatever.Works for JobRad, both run as full venture builds through the final stage gate.

FEB 2016 – DEC 2018 · BERLIN

etventure (acquired by EY)

Senior Manager Venture Building & Corporate Innovation

Set up innovation units for corporate clients including Berlin Hyp and W&W digital; headed cross-functional teams of 30+ across digital transformation and venture building. Led the fintech practice via fintechCube; make, buy or build decisions and due diligence for clients. PreZero, OnSite ImmoAgent and Solidvest ran in this period.

AUG 2014 – DEC 2016 · MUNICH

Soulchef

Founder & CPO

Foodtech delivery venture, funded by the Strascheg Center for Entrepreneurship. Owned product, brand, UX and the e-commerce platform end to end; handed over after it ran its course. Learned more here than from most wins. Before: internships in product and innovation at Autoscout24, BMW and Delinski (now TheFork).

08 / EDUCATION

M.A. Strategy & Innovation	MUNICH UAS
M.Sc. Business Management with Entrepreneurship, with Distinction	EDINBURGH NAPIER
B.Eng. Engineering & Management	MUNICH UAS

09 / PRINCIPLES

How I work.

01

Teams own problems end to end.
From discovery to shipping to iterating on feedback. No feature factories, no specs thrown over walls.

02

Scope small, ship often.
Tasks small enough to ship constantly, so progress is visible and feedback is immediate.

03

Forget personas, find Mike.
Build for real people, like "Mike from JobRad", not abstract user types. Knowing customers by name sharpens the solution.

04

Shape Up, fitted to the org.
Fixed appetite over fixed scope, real deadlines instead of endless backlog grooming, adapted to what the team can absorb.

05

Small proof before big spend.
The smallest build that can validate or kill the bet, before the team or the budget scales.

06

Handover is part of the job.
Structure, process and a successor in place before I leave, not a slow fade.

WHAT DRIVES ME NEXT

European tech sovereignty, AI for clean energy and cleaner manufacturing, and climate adaptation and resilience at scale. Based between Berlin and Lisbon with my family.