

Expert Profile

Markus Kuhn Józsa

SAP S/4HANA Project Management & Solution Architecture



24 years of SAP project experience

4 completed & 2 active full-cycle S/4HANA transformation projects

Functional SAP consulting since 2002, project management since 2007, S/4HANA since 2016

S/4HANA project management, independent quality assurance & governance since 2020

SAP implementations & best practice process consulting with a focus on logistics: EAM/PM, CS, MM, PS, SD and PP with broad integration knowledge in FI/CO, MDG, SSF, RE-FX and DRC

Profound, hands-on experience in all aspects of full life-cycle implementations

Excellent leadership skills developed in various project management & team lead positions

Type of consultant

Hands-on mentality, man of action, strong analytical & methodological skills, excellent communication skills, persuasive, distinct social competencies & intuition

Industry experience

Energy, Oil & Gas, Renewables, Steel, Mechanical Engineering, Industrial Machine Manufacturing, Technical Infrastructure, Shared Services, Software Services, Real Estate, Facility Management, Transport & Logistics

International on-site project experience

Austria, Canada, Czech Republic, Germany, Hungary, India, Italy, Poland, Russia, Slovakia, Switzerland, United Kingdom + virtually world-wide working with on-, near- & off-shore teams

Personal Data

Name	Markus Kuhn Józsa
Mobile phone	+49 (0)170 22 53 103
Email	markus@kuhnjozsa.com
Year of birth	1978
Place of living	Cologne
Nationality	German
Languages	German (mother tongue); English (fluent); French, Hungarian, Russian, Polish (basics only)
Education	Information Management & Business Administration (Diploma) University of Applied Sciences Cologne, Germany (1999-2002)
References (extract)	Bilfinger, Deutsche Bahn, Deutsche Post DHL, EON, RWE, Shell, ThyssenKrupp, Vonovia + world-market leading SMEs

Individual Skill Set

Leadership skills	Successfully led teams with up to 8 direct and 120+ indirect reports
Project management	SAP Activate (certified), PRINCE2 (certified), scrum, agile, waterfall, Solution Manager & Focused Build
Key SAP skills	SAP S/4HANA (since 1610), SAP ECC, Solution Manager, Modules PM (EAM), CS, MM, PS, SD + AddOn VIM
AI skills	OpenAI ChatGPT, MS Copilot & SAP Joule; AI agent configuration; built experimental applications in large enterprise organizations
SAP integration skills	FI/CO, HR, CRM, MDG, SSF, RE-FX, DRC SAP Business One, SAP Business by Design
SAP certifications	SAP Activate Project Manager SAP Application Associate Sourcing & Procurement S/4 HANA 1610 SAP Solution Consultant Supply Chain Management ECC 6.0
SAP courses	SAP S/4 HANA S4H1, S4H3; Developing Mobile Apps with SAP HANA Cloud Platform; Implementation of SAP S/4 HANA and more
SAP full life cycle implementations	Process Analysis & Design, Blueprint, Customizing, Testing, Training, Migration, Cutover, GoLive, Post GoLive Support
Cloud applications	SAP Business Data Cloud, Microsoft Cloud applications

SAP Digital Core Qualifications & Competencies

Module EAM / PM – Enterprise Asset Management / Plant Maintenance (7 years)

Equipments, Functional Locations, Object Links, Bills of Material, Measuring Points, Task Lists, Maintenance Plans, Notifications, Work Orders, Scheduling, Completion Confirmation, Maintenance History, Information System, Mobile Asset Management

Module PS – Project System (6 years)

Project Structures, Project Budgeting, WBS Elements, Networks, Internal & External Line Item Processing, Project Templates, Operational & Capital Expenditure Projects

Module MM – Material Management (14 years)

Material Resource Planning, Purchase Requisitions, Purchase Orders, Service Entry Sheets, Contracts, Conditions Model Service Specifications, Standard Service Catalogs, Pricing, Goods Movement, Goods-receipt-based Invoice Verification

Module CS – Customer Service (8 years)

Equipments, Functional Locations, Service Processing, Service Agreements, Customer Interaction Center, Solution Database, Information System

Module SD – Sales & Distribution (9 years)

Inquiry & Quotation Processing, Sales Order Processing, Contract Processing, Customer & Material Information, Pricing, Billing Processing, Billing Agreements, Output Processing

Module PP – Production Planning (1 year)

Material Requirements Planning, Work Centers, Bills of Material, Task Lists & Planning, Production Orders, Master Production Scheduling, Confirmations, Goods movement

AddOn VIM – Vendor Invoice Management by Opentext (5 years)

Invoice Inbound Processing, Invoice Workflow Management, Pre-configured Business Rules, VIM Business Center, VIM Workplace, VIM Analytics, SAP Core Integration

AddOn DRC – Document & Reporting Compliance (4 years)

EDocument Cockpit (Submission, Error Handling), Configuration and Value Mappings, Integration into AR and AP processes

Central Functions

SAP Fiori, Solution Manager (SolMan), LO-VC Variant Configuration, CA-CL Classification System, LSMW Legacy System Migration Workbench, basic SAP basis knowledge

Experience (Project History)

01.2026 –
today

Industry: Energy (PL, FR, DE)

Project: SAP DRC Integration (with KSeF, Peppol, PDP & via Email)

- Coordinating end-to-end delivery of SAP Document and Reporting Compliance (DRC) integrations, ensuring alignment with local e-invoicing and e-reporting mandates for Poland (KSeF), France (PA/PDP / Peppol), and Germany (Peppol and email-based compliance flows).
- Acting as the central liaison between business stakeholders, SAP functional and technical teams, and external service providers, translating regulatory requirements into clear functional specifications and implementation plans.
- Managing project planning and execution activities, including scope definition, milestone tracking, dependency management, and risk and issue escalation across multi-country, multi-interface deployments.
- Overseeing configuration and integration readiness for multiple transmission channels (KSeF, Peppol, and email), ensuring accurate document mapping, validation rules, and message routing within SAP DRC.
- Coordinating testing cycles (unit, integration, and user acceptance testing), supporting defect triage, resolution tracking, and validation of country-specific compliance scenarios.

03.2025 -
today

Industry: Tire Machinery (Europe & US)

Project: S/4HANA Conversion Program (Project Lead)

- Bluefield conversion in three phases (conversion of first entities followed by migration of second group of entities, followed by a merge scenario)
- Governance & oversight (establish and enforce project governance structures, ensuring alignment with client's strategic objectives and compliance with internal standards)
- Quality assurance monitoring (review and validate deliverables from the implementation partner against agreed methodologies, best practices, and contractual obligations)
- Risk & issue management (Identify, track, and escalate risks and issues related to scope, timeline, budget, or quality, ensuring mitigation actions are implemented by the partner)
- Stakeholder alignment (act as the client's primary interface between business stakeholders and the implementation partner, ensuring expectations, dependencies, and priorities are managed effectively)
- Milestone & deliverables validation (fit-to-standard workshops, data migration cycles, testing phases, verifying that partner outputs meet acceptance criteria)
- Change control governance (monitor scope changes and ensure proper impact assessments, approvals, and adherence to change management processes)

- Performance & compliance tracking (evaluate the implementation partner's adherence to project plans, SLAs, and compliance with regulatory, security, and audit requirements)
- Knowledge transfer & sustainability (ensure adequate documentation, training, and knowledge handover from the partner to the client's internal teams for long-term sustainability of the S/4HANA solution)

05.2025

Industry: SAP (global)

Project: SAPPHIRE Conference, Orlando/Florida

- Workshops & Trainings
- SAP Business Data Cloud
- SAP BTP Drive Digital Transformation with Hands-on Experience
- Artificial Intelligence Learning Path
- SAP Joule & experimental AI agent configuration

01.2025 –
01.2026

Industry: Lignite (DE)

Project: S/4HANA Implementation Program (extended PO role)

- Product Owner with extended IT & governance role
- Owned and prioritized the product backlog to align S/4HANA solution design with business objectives
- Translating business needs into clear, actionable requirements for delivery teams
- Supporting workstream leads with structured decision-making and risk/impact analysis
- Advising program leadership on governance, compliance and quality assurance aspects
- Facilitating cross-workstream alignment and resolution of critical dependencies
- Preparing steering committee materials and decision papers to enable timely approvals
- Acting as trusted advisor and go-to person on strategic and operational matters
- Driving readiness activities and risk mitigation to ensure a smooth and successful go-live in a particularly challenging change environment

09.2024 –
12.2025

Industry: Power & Utilities (BE, PL)

Project: SAP DRC Integration to KSeF & Peppol

- Acting as trusted advisor to ViDA program management, shaping strategy and execution of SAP DRC/e-invoicing rollout
- Serving as de facto project lead for implementations in Belgium and Poland, driving end-to-end delivery
- Coordinating with business, tax, and IT stakeholders to capture requirements and ensure compliance with local legislation
- Directing solution design, integration, and testing activities across cross-functional teams
- Managing project timelines, risks, and dependencies to safeguard regulatory deadlines and business continuity
- Preparing and facilitating steering committee updates and key decision-making sessions
- Overseeing readiness and cutover planning, ensuring smooth transition into live operations
- Driving successful on-time go-lives in both countries under complex regulatory and program conditions

03.2024 –
07.2024

Industry: Manufacturing Equipment (DE)

Project: S/4HANA Discovery Project (Project Lead)

- Led discovery workshops to assess current processes, systems, and pain points
- Evaluated consulting partner's S/4HANA approaches against program objectives
- Analyzed industry trends and regulatory drivers to validate the business case
- Defined scope, high-level requirements, and fit-gap findings for roadmap shaping
- Prepared executive presentations on S/4HANA value levers and benefits
- Supported decision-making with impact assessments and risk analysis
- Aligned stakeholders to ensure discovery outcomes met business strategy
- Contributed to governance setup, effort estimation, and resource planning

01.2024 –
01.2025

Industry: Supply & Trading (DE, NL, UK, TR)

Project: Product Owner S/4 Implementation Program (Project Manager)

- Product Owner with extended governance, assurance, and leadership responsibilities
- Prioritizing and refining the product backlog to ensure business value delivery and regulatory compliance
- Converting complex business requirements into actionable user stories and solution designs for delivery teams

- Guiding workstream leads with impact assessments, option papers, and risk-based recommendations
- Advising program management on governance standards
- Enabling alignment across workstreams by resolving dependencies and driving integrated end-to-end processes
- Developing executive reporting to support timely program steering
- Acting as trusted advisor to program leads, bridging business, IT, and leadership priorities

11.2023 –
01.2024

Industry: Mechanical Engineering (world-market leader, DE)

Project: Initialization S/4HANA Implementation (Project Lead)

- Project initialization, formulation of project strategy & guidelines
- Stakeholder identification, establishment of project organization
- Implementation of documentation & communication tools
- Team & vendor management
- Product backlog creation & maintenance
- Milestone planning, project planning
- Initiation of pre-projects in collaboration with the Customer Project Manager

03.2023 –
12.2023

Industry: Energy (IT, ES, PL, TR)

Project: eInvoicing & Reporting with SAP Document Compliance

- Support for the SAP Document and Reporting Compliance (DRC) application for Italy and Spain
- Analysis and assessment of the eInvoicing integration in Turkey
- Preparation of the eInvoicing integration in Poland
- Design of a global eInvoicing strategy considering local nuances and anticipating future requirements (e.g. ViDA)
- Moderation between business units, SAP DRC and interface teams

09.2022 –
10.2023

Industry: Mechanical Engineering (world-market leader, DE)

Project: S/4HANA Discovery

- Reviewed the capabilities and expertise of the S/4HANA transformation consulting company in relation to S/4HANA implementation approaches
- Assessed the potential market for S/4HANA transformation consulting services, including any industry trends or competitive landscape
- Developed presentations that showcased the value proposition and benefits of the S/4HANA transformation consulting company's services
- Participated in sales meetings and presentations with potential client to discuss the S/4HANA transformation consulting company's offerings and capabilities

- Responded to questions and concerns from potential clients regarding the proposed services and approach
- Coordinated with relevant internal stakeholders to ensure that the S/4HANA transformation consulting company's sales efforts were aligned with business goals and objectives
- Negotiated terms and agreements with potential clients as needed

Industry: Electricity Generation (DE, NL, UK)

**08.2022 –
01.2024**

Project: Transformation Program to S/4HANA 2022 (Product Owner VIM)

- Developed and maintained the VIM (Vendor Invoice Management) product roadmap as the Product Owner, aligning it with the overall SAP S/4HANA transformation strategy
- Worked with stakeholders to understand and prioritize business needs and requirements for the VIM product
- Led the VIM team in an agile development process, using scrum and sprints to deliver value incrementally
- Collaborated with the team to define, refine, and prioritize user stories and features for the VIM product
- Facilitated the creation and prioritization of the product backlog, ensuring that it aligned with the overall vision for the product
- Acted as the primary point of contact for the VIM team, representing the needs and concerns of the business to the team and vice versa
- Participated in daily scrum meetings and provided guidance to the team on the development and delivery of the VIM product
- Worked with the team to identify and remove blockers and roadblocks to progress
- Ensured that the VIM product was integrated seamlessly with the overall SAP S/4HANA implementation and S/4 Delta updates
- Monitored the progress of the VIM product and provided regular updates to stakeholders on its status and progress

**08.2022 –
09.2022**

Industry: Industrial Laser Machines (world-market leader, DE)

Project: SAP S/4HANA Delta Trainings (MM, PM, QM)

- Prepared and conducted SAP S/4HANA Delta training sessions for Material Management (MM), Plant Maintenance (PM) and Quality Management (QM) modules
- Created training materials and presentations for each module, covering the new features and functionalities introduced in SAP S/4HANA
- Led interactive training sessions with a focus on hands-on exercises and real-world scenarios
- Provided individualized support and guidance to attendees as needed
- Assisted with the setup and configuration of SAP S/4HANA systems for the training sessions
- Conducted pre- and post-training assessments to gauge the effectiveness of the training and identify areas for improvement

- Maintained attendance and training records for each session
- Collaborated with subject matter experts and other team members to ensure the training content was accurate and up-to-date

**06.2022 –
12.2022**

Industry: Renewables (DE)

Project: Vendor Invoice Management Optimization (VIM 20.3, SAP2021)

- Provided support to end users and key users for the VIM (Vendor Invoice Management) module in SAP S/4HANA as part of a support team
- Responded to and resolved VIM-related issues and queries from end users and key users on a daily basis
- Assisted with the setup and configuration of the VIM module in SAP S/4HANA for new users or projects
- Collaborated with the VIM development team to troubleshoot and resolve technical issues with the module
- Participated in daily scrum meetings and provided updates on support activities and progress
- Worked with the VIM development team to identify and resolve issues that were impacting the smooth operation of the VIM module
- Assisted with the testing and rollout of new VIM features and functionality as part of the S/4 implementation process
- Provided training and guidance to end users and key users on the use of the VIM module as needed
- Maintained documentation on VIM support activities and processes
- Contributed to the continuous improvement of VIM support processes and procedures in an agile development environment

**03.2022 –
06.2022**

Industry: Mechanical Engineering (world-market leader, DE)

Project: S/4 HANA Pre Study

- Participated in a pre-study for a SAP S/4HANA implementation, supporting the core team with the following responsibilities
- Conducted greenfield vs brownfield implementation workshops to assess the current state of the organization's systems and processes
- Supported discovery sessions with key stakeholders to gather requirements and understand the needs of different business areas and sites
- Worked with the mechanical engineering team to assess the current state of their systems and processes and identify opportunities for improvement
- Assisted with the analysis of intercompany processes and the integration of multiple sites and business areas into the SAP S/4HANA system
- Collaborated with the core team to develop a roadmap and plan for the SAP S/4HANA implementation
- Contributed to the creation of documentation and presentations on the pre-study findings and recommendations
- Participated in regular meetings and updates with the core team and stakeholders to keep them informed on the progress of the pre-study

01.2022 –
06.2022

Industry: Energy (DE)

Project: Task Force Lead Accounts Payable (VIM, SAP2021)

- Led a task force responsible for stabilizing the Accounts Payable process and S/4HANA system components after GoLive
- Coordinated activities across teams and acted as firefighter with a pure problem-solving focus
- Acted as the primary point of contact for the task force, representing the team to stakeholders and vice versa
- Facilitated regular meetings with the task force and stakeholders to assess the current state of the SAP system and identify areas for improvement
- Collaborated with the task force to develop and implement a plan to stabilize the SAP system and processes
- Assisted with the resolution of issues and problems that arose during the stabilization process, using a problem-solving approach
- Worked with the task force to identify and implement process improvements to prevent similar issues from occurring in the future
- Provided guidance and support to team members as needed
- Maintained documentation on the task force's activities and progress
- Acted as a point of escalation for any issues that the task force was unable to resolve

02.2021 –
12.2021

Industry: Service Industry (DE, CZ)

Project: Change of Scanning Service Providers (Project Lead)

- Determined the requirements for the new interface, including specific features and functionality that needed to be included
- Identified the existing interface specs for the old postal scanning provider and assessed its current state and any issues or challenges that needed to be addressed
- Developed a plan for transitioning from the old interface to the new one, including necessary testing or validation steps
- Reviewed the SAP system architecture and identified potential impacts and changes to be accommodated by the new interface
- Coordinated with the new postal scanning provider to ensure that they are able to provide the necessary data and connectivity to S/4HANA
- Tested the new interface to ensure that it is functioning correctly and meets all requirements
- Coordinated with relevant stakeholders to ensure that all necessary approvals and sign-offs are obtained for the new interface

01.2021 –
01.2022

Industry: Energy Holding (DE)

Project: S/4HANA Implementation “Invoice-2-Pay” (VIM)

- Supported the VIM sprint planning meeting to review the project roadmap, identify and prioritize user stories, and plan the work for the upcoming sprint.
- Attend the daily stand-up meeting to provide updates on progress, blockers, and any other issues that need to be addressed.
- Supported the sprint review meeting to present the work completed during the sprint, demonstrate any completed user stories, and gather feedback from stakeholders.
- Participated in the sprint retrospective meeting to reflect on the previous sprint, identify areas for improvement, and plan action items for the next sprint.
- Worked on VIM user stories and tasks assigned during the sprint planning meeting
- Collaborated with other team members and stakeholders to ensure that work is completed efficiently and effectively

11.2020 –
01.2022

Industry: Shared Services (PL)

Project: S/4HANA Implementation Shared Service Framework (SSF)

- Reviewed the business requirements for the SSF implementation and the service tickets for the SSC Helpdesk, including any specific features or functionality that needed to be included
- Identified and prioritized user stories that supported the SSF implementation and the service ticket process for the SSC Helpdesk
- Collaborated with the development team to define the scope and schedule for the SSF implementation and the service ticket process for the SSC Helpdesk
- Reviewed and provided feedback on the development team's work during sprint planning, review, and retrospective meetings
- Attended daily stand-up meetings to stay informed of progress and provided guidance as needed
- Monitored the project's progress and adjusted priorities as needed to ensure that the SSF implementation and the service ticket process for the SSC Helpdesk were delivered on time and met all requirements
- Communicated regularly with stakeholders to keep them informed of progress and any issues that arose
- Coordinated with the development team to ensure that all necessary approvals and sign-offs were obtained for the SSF implementation and the service ticket process for the SSC Helpdesk
- Reviewed and approved any necessary changes or updates to the SSF implementation and the service ticket process for the SSC Helpdesk
- Tested the SSF implementation and the service ticket process for the SSC Helpdesk to ensure that they were functioning correctly and meeting all requirements

10.2020 –
12.2020

Industry: Real Estate (DE)

Project: Department Merge & System Standardization (PM, MM, RE-FX)

- Reviewed the existing processes and systems of both departments to identify any overlaps, gaps and opportunities for improvement
- Analysed the business needs and goals of the merged departments to determine the most effective processes for achieving those objectives
- Supported the development of a plan for integrating and streamlining the processes of both departments, including any necessary customizations or improvements
- Implemented the new processes in the merged departments, including support for the employees
- Identified and addressed any issues or challenges that arose during the process transition period
- Collaborated with the management team to continuously review and optimize the processes of the merged departments as needed

01.2020 –
10.2020

Industry: Shared Services (DE, PL)

Project: Preparation of Shared Service Center for S/4 implementation

- Reviewed the current SAP system to identify any issues or areas for improvement that needed to be addressed before changing to S/4
- Developed a plan for stabilizing the current AP invoice processes
- Implemented the stabilization plan and monitor the progress to ensure that the current SAP system is stable and reliable
- Reviewed the business needs and goals for the SAP system change
- Reviewed the resources and capabilities needed to successfully implement the new SAP system, including any necessary training or support for employees
- Communicated the transition plan to the SSC AP team and provided necessary support and guidance during the transition period
- Monitored the progress of the transition and adjusted the plan as needed for successful preparation of the new SAP system

10.2019 –
09.2020

Industry: Mechanical Engineering (DE, UK, SK, US, IT)

Project: SAP Client Merge / Consolidation (SAP ECC)

- Reviewed the current SAP clients of the four companies, including their architecture, functionality and any customizations or integrations
- Identified and prioritized the data and configurations that needed to be migrated to the master client
- Developed a plan for the migration, including any necessary testing or validation steps
- Led the team and served as a first go-to person for all team members and stakeholders involved

- Coordinated with relevant stakeholders to ensure that all necessary approvals and sign-offs were obtained for the migration
- Supported the migration service provider in preparing the master client for the migration, including necessary configurations and customizations
- Migrated the data and configurations from the four clients to the master client
- Tested the migrated data and configurations to ensure that they were functioning correctly and meeting all requirements
- Addressed any issues and challenges that arose during the migration process

10.2019 –
01.2020

Industry: Shared Services (PL)

Project: Accounting Services Improvement / Quality Assurance

- Identification of key characteristics of the contracted shared service center, including efficiency, effectiveness, flexibility and customer focus
- Review of the current performance of the Shared Service team to determine any areas for improvement
- Development of a plan for improving the performance of the Shared Service team, including any necessary training or support in systems and processes
- Coordination with relevant Process Owners to implement the performance improvement efforts
- Monitoring of the progress to ensure that the Shared Service team was meeting the desired outcomes
- Identification of system issues
- Fostering a culture of continuous improvement

08.2019 –
01.2020

Industry: Shared Services (DE, CZ)

Project: Carve-out & Integration of Scanning Solution

- Review the current process for handling postal service and scanning of "invoice documents" and "non-invoice documents" to identify any areas for improvement or efficiency
- Switching over to a new scanning partner, ensuring a flawless change in scanning documents
- Communicationg new invoicing addresses to external partners as well as internally
- Determining the business needs and goals for the new scanning provider, including specific requirements and preferences for the scanning process
- Evaluation of the offerings and capabilities of the new scanning provider to determine if they are suitable for meeting the business needs and goals
- Coordination with relevant stakeholders to ensure that all necessary approvals and sign-offs are obtained for the implementation of the new scanning provider

- Supporting the development of a plan for implementing the new scanning provider, including all necessary integration with the existing systems and processes
- Working with the scanning center and data center, accompanying their first GoLive steps
- Validation of the scanned data using OCR and XML to ensure that it is accurate and complete
- Provide support and training to users as needed to ensure that they are able to effectively use the scanned data and attachments in their workflows

01.2019 –
09.2019

Industry: Mechanical Engineering (world-market leader, DE, UK, IT)

Project: Agile Pre Study for SAP Consolidation Project

- Gather user stories from stakeholders and end users to capture the business needs and requirements for SAP improvements
- Use Smartsheet to prioritize and organize the user stories into a backlog for the scrum team to work on
- Conduct sprint planning sessions to determine the scope and priorities for each sprint
- Work with the scrum team to complete the user stories and deliverables for each sprint
- Conduct sprint review sessions to demonstrate the progress and outcomes of each sprint to relevant stakeholders
- Conduct sprint retro sessions to reflect on the successes and challenges of each sprint and identify areas for improvement
- Support the project leads in maintaining the backlog and ensuring that it is up to date and aligned with business priorities
- Encourage and support the team in working agile, including agile principles and practices such as transparency, collaboration, and continuous improvement
- Work with stakeholders to demonstrate the team's success of working agile

12.2018

Industry: SAP Walldorf (Germany)

Project: SAP Activate Project Manager Certification

- ACT100 – SAP Activate Methodology
- ACT200 – Agile Project Delivery
- S4H100 – SAP S/4 HANA Implementation Scenarios
- SOLMAN1 – SAP Solution Manager for SAP S/4 HANA Implementation
- E2E220 – Test Management Overview

10.2018 **Industry: Logistics Provider (Germany)**

Project: Project Systems (PS) optimization with integration of SD

- Review the current use of the PS module and the integration with SD to identify any areas for improvement and optimization
- Document the business needs (FuncSpec) for improving the use of the PS module and the integration with SD for the construction department
- Evaluate the current WBS elements and their effectiveness in supporting the project management process and the integration with SD
- Review and optimize the PS reporting to ensure that it is providing the necessary insights and information for an overall project reporting approach

**09.2018 –
12.2018** **Industry: Real Estate (Germany)**

Project: Best Practice Consulting "SAP Standardization" (Logistics)

- Strategic advisor for SAP architecture and application landscapes (mobile & on-premise) to departmental head
- Advising a team of 5 process managers regarding the use of SAP standard functionality for technical facility management processes
- Supporting continuous improvement process (CIP) activities in the area of corrective maintenance (work order management) and modernization (project activities)
- Coordinating & aligning with the IT application consultants and developers
- Supporting test activities
- Conceptual support for special topics such as implementing cross-company billing processes and warranty management

**10.2018 –
12.2018** **Industry: Facility Management (Germany)**

**Project: SAP Functional Consulting PM/CS, PS, MM
Automization of requisitioning & purchasing processes**

- Optimization/Cutting-back of purchase order process for subcontractors
- Conceptualization of automated service purchase order creation
- Analysis of and integration into existing core processes
- Configuration of organisational purchasing data, PM work order management and MM document types for purchase requisitions & purchase orders ("AutoPO")
- Conceptualization of minimal, client-individual report to control input channel processing and process triggers

06.2018 –
08.2018

Industry: SAP Walldorf (Germany)

**Project: SAP S/4 HANA Certification WCS4LO
„Conversion SAP ERP MM/SD/PP to SAP S/4 HANA Logistics“**

- S4MA1 - SAP S/4HANA Manufacturing – Functions & Innovations
- S4SD1 - SAP S/4HANA Sales - Functions & Innovations
- S4PR1 - SAP S/4HANA Sourcing and Procurement
- C_TS450_1610 - SAP Certified Application Associate

09.2017 –
09.2018

Industry: Real Estate (Germany)

**Project: Sub-project lead SAP MM-PUR implementation &
mobile services (RtP Construction Materials)**

- Business project lead “Technical Services” for RtP of construction material project with a scope of 20 sites and 3 central divisions
- Coordination of a project team of 8
- Requirements analysis on-site with local stakeholders
- Decision template for strategic procurement strategy
- Fit/Gap analysis Requisition-2-Pay process
- Blueprint creation with a focus on SAP standard functionalities
- Selection of provider for mobile solutions PO creation & goods movements
- Controlling and quality assurance of IT service provider
- Testing, Training, Communication
- Engagement of top level management

02.2017 –
09.2017

Industry: Real Estate (Germany)

**Project: Business project manager SAP implementation PM, CS, MM
modules & process standardization Modernization of Buildings**

- Coordination of business requirements in the areas of Window Technology, Facades Modernization and Heating Technology
- Requirements analysis for creating a core Offer-2-Cash process
- Blueprint creation of OTC process using SAP functionalities as well as existing satellite applications
- Controlling and quality assurance of IT service provider
- Decommissioning of redundant portal application
- Creation of test cases, execution & management
- Supporting the leadership in change management activities
- Post GoLive support

02.2017 –
07.2017

Industry: Real Estate (Germany)

**Project: Project Manager SAP PM implementation in Heating Technology
"Mass Handling of Maintenance Work Orders"**

- Coordinating the project team (consisting of 5)
- Analyzing „as-is“ processes
- Designing the standardized “to-be” process
- Blueprint creation in SAP PM/CS
- Integration with SAP MM-SRV
- Integration with existing portal environment
- Coordinating and aligning with the developers
- Test coordination
- Communications & support

11.2016 –
02.2017

Industry: Real Estate (Germany)

**Project: SAP Functional Consulting PM & MM
Best Practice E2E process optimization „Major Repairs“**

- Optimizing the work order management in SAP PM for one of the largest organizations with over 4.000 craftspeople in Germany
- E2E analysis of Major Repairs process
- Designing the system improvements and change requests
- Coordination with business, procurement and IT departments
- Controlling the IT service provider
- Quality assurance & test management
- Communications & training
- Agile development approach

04.2016 –
11.2016

Industry: Technical Gas Infrastructure (Europe)

**Project: Implementation of a standardized order management process,
gas measurement business (SAP EAM/PM, CS & FI/CO Intg.)**

- Analysis of order management process (EAM/PM, CS)
- Design & pilot of a standardized order management process
- Set-up PM object structure (technical and in terms of cost allocation)
- Conceptualization & implementation of standard classification SAP CA-CL
- Data migration with SAP LSMW
- Creation of a cost allocation matrix with FI/CO requirements
- Communication & change management with the business
- Planning & execution of cutover plan (mapping and switching orders)
- Consideration of integration of mobile solution (MobileX)
- Creation of management reports, plan/actuals comparisons

04.2016 **Industry: SAP Walldorf (Germany)**

Project: openSAP S/4 HANA Training “Implementation of SAP S/4 HANA“

- Adoption Fundamentals
- System Conversion and Innovation
- New Cloud Implementation
- New On-Premise Implementation
- openSAP Record of Achievement, dated April 13th 2016

12.2015 –
03.2016 **Industry: Gas Infrastructure (Europe)**

Project: Best Practice Process Consulting & Standardization of communications engineering & corrosion protection maintenance activities in SAP PM-PRM

- Module SAP EAM / PM & central functions
- Process consulting standardized maintenance planning in SAP
- Differentiation of standard SAP functionality vs in-house development
- Creation of a standard maintenance matrix, incl. maintenance packages, activities, cycles, effort, responsibilities and classification requirements to be implemented in SAP
- Implementation of the standard maintenance matrix into the clients' in-house development („Cockpit“).
- Data migration with Legacy System Migration Workbench (LSMW)
- Execution of role-based test scenarios in Q environment, incl. integration of mobile solution (MobileX)
- Communication & stakeholder management
- GoLive support & assistance to key users

12.2015 **Industry: SAP Walldorf (Germany)**

Project: 3 openSAP S/4 HANA Trainings: S4H1, S4H3 & “Developing Mobile Apps with SAP HANA Cloud Platform”

- S4H1 – SAP S/4 HANA in a Nutshell (RoA, dated Dec 3rd 2015)
- S4H3 – SAP S/4 HANA Use Cases (RoA, dated Dec 3rd 2015)
- Developing Mobile Apps with SAP HANA Cloud Platform (RoA, dated Dec 16th 2015), incl.:
- Mobility@SAP
- SAP Web IDE Development for SAP Fiori Apps
- SAP Fiori Client Focus
- Mobilizing SAP Fiori Apps
- Creating an Offline App
- Managing Apps with SAP Mobile Secure

11.2014 –
11.2015

Industry: Gas Infrastructure (Europe)

**Project: Optimization of GDRM maintenance planning on SAP ECC6.6
(SAP EAM / PM + CA-CL, LO-VC & LSMW, MM Integration)**

- Analysis & functional consulting: maintenance planning of gas pressure measurement and control equipment (GDRM)
- Focus on standardizing core GDRM activities
- Optimization of maintenance based on actual condition in accordance with G495 in SAP PM
- Classification of functional locations using CA-CL & LO-VC
- Optimization of maintenance scheduling by improving strategies

- Derivation of data quality standards (DQS) for monitoring standardized objects and processes
- Data migration with Legacy System Migration Workbench (LSMW)
- Setting up LSMW projects for recurring data updates
- Preparation of management reports & crisp status updates
- Discussion partner for stakeholders on various levels of the company
- Agile project management

01.2014 –
10.2014

Industry: Facility Management & Technical Service (Germany)

Project: Head of FM Process Management (SAP PM/CS, SD, MM, FI/CO)

- Technical consulting SAP PM/CS, SD, MM
- Functional and disciplinal lead of a team of 4 process managers
- Controlling and optimization of business and IT processes
- Coordination of IT changes from conceptualization to implementation in the SAP system incl. budget reporting
- Segregation of existing IT solutions and integration into the system landscape of a strategic partner (SAP / Navision)
- Implementation of a standard process for flexible and accelerated processing of FM services in new market segments (3rd party business)
- Conceptualization of a mobile iPad solution for service technicians
- Process standardization and definition of KPIs
- Profit center accounting CO
- Master data integration RE-FX
- Creation of reports for the CEO & management board
- Problem solving & trouble shooting

10.2012 –
12.2013

Industry: Real Estate & Facility Management (Germany)

Project: SAP Functional Consulting PM/CS, MM, PS, SD, RE-FX

- Application & process optimization SAP PM/CS, PS, MM, SD
- RE/FX integration aspects
- Evaluation and prioritization of client requirements
- Conceptual design and transformation into change requests
- Project management for implementation of extensive change requests
- Realization of own optimization recommendations
- Guiding the internal and external developers
- Coordinating user acceptance tests & sign-offs
- Optimization of internal processes by applying various project management methodologies & tools

03.2012 –
09.2012

Industry: Real Estate & Facility Management (Germany)

**Project: Technical Design & Realization of a SAP/Navision Interface
in the light of a strategic acquisition**

- SAP modules connected: PM/CS, SD, MM, FI (Release ECC 6.0)
- Developing an automated interface for exchanging purchase orders, order responses, service entry sheets & financial data
- Leading the project: coordinating the developers' work; status reporting and communicating with the external partner
- Realizing all project phases from conceptual design to go live
- Project management according to PRINCE2

01.2012 –
02.2012

Industry: APMG (Germany)

**Project: APMG Project Management Certification
„PRINCE2 Foundation Examination“**

- Processes: starting up a project, initiating a project, directing a project, controlling a stage, managing product delivery, managing stage boundaries, closing a project
- Topics: business case, organization, quality, planning, risks, changes, progress
- Registration P2R/NLPB156395
- Certificate No. 02341338-01-GQJ4, dated Feb 1st 2012

10.2011 –
01.2012

Industry: Service Industry (Germany)

Project: Functional Project Manager, Full Life-cycle Implementation of cloud-based “SAP Business by Design”

- Accountable project lead for an implementation of SAP ByD for a group of 5 consulting firms offering projects services in Germany
- Implementation of cloud-based “software as a service”
- Creation of blueprints for all end-to-end business scenarios (sales, purchasing, project management)
- Scoping & business configuration
- Testing, data migration, training & support

02.2011 –
01.2012

Industry: Oil Industry (Canada)

Project: SAP Consulting & Change Management (SAP PM, MM) Global rollout of standardized processes

- Consulting Manufacturing business how to apply “best practice” in SAP PM in refineries across Canada
- Fine-tuning project plans, creating and publishing status reports for local and global stakeholders with regards to PMO activities
- Management of stakeholders; local (Canada, US) & global (UK, India, Manila) during an implementation for 1800+ users
- Advising local training lead (TL), leading a team of 8 PMO resources
- Supporting local change & engagement manager
- Accountable for Localization of end user documentation according to Canadian legislation and fiscal requirements
- Interface to local SAP deploy teams

09.2009 –
03.2011

Industry: Downstream Oil (Central & Eastern Europe, CEE)

Project: Project Lead Training Global SAP Implementation in Bulgaria, Czech Republic, Hungary, Poland, Russia, Slovakia, Ukraine

- Global SAP Implementation 4.7, FI/CO, SD, MM, PM, PS, CS, CRM and connected portfolio applications
- Plan & implement integrated, x-cluster training strategy for 1400 users in 7 countries across 10 time zones, covering 6 languages in 11 locations incl. off-shore staff in service centers in Chennai & Manila
- Coordination of all training activities & leading a team of 5 training coordinators and 127 trainers
- Global & local stakeholder management

01.2009 –
08.2009

Industry: Oil & Gas (Germany, Austria, Switzerland)

Project: Local GSAP Training Lead D-A-CH

- Leading a team of 4 employees organizing training for 4500 end users in the D-A-CH cluster (Germany/Austria/Switzerland)
- SAP modules: SAP CS, CRM, FI/CO, MM, SD, PM, PS
- Coordinating localization, translation and preparation of training material
- Localizing a global retrofit training strategy on cluster level (3 countries)
- Conducting local training needs analysis
- Building local training approach
- Conducting Curriculum mapping across all CoB/Fs
- Facilitating Train-the-trainer program
- Engaging super users / trainers for training delivery
- Setting up & maintaining training schedule & gather required inputs
- Publishing training materials
- Setting up & executing training reporting

09.2008 –
12.2008

Industry: Oil & Gas (Austria, Switzerland)

**Project: SAP PMO Delivery Manager A-CH
(Deployment of global approach for Austria & Switzerland)**

- Sub-project lead „SAP Training“ within a Project Management Office
- Ensuring training delivery activities are integrated in a localized training plan on cluster level for ~500 end users in A-CH
- Planning and coordinating Train-the-Trainer program for key trainers and end-user trainers
- Liaising with the Central Training Team to prepare and conduct the knowledge transfer workshops for the local (key) trainers
- Developing a training schedule
- Defining and implementing training administration processes
- Managing the training schedule administration during training delivery
- Working closely with the Training Logistics Manager and Training Content Manager to ensure training resources are available and reserved for a smooth training delivery
- Coordinating training for testing activities
- Managing the process for evaluation of training
- Collecting lessons learnt related to training administration to implement best practices in global “Business Change Implementation Methodology”

09.2007 –
08.2008

Industry: Refinery (Germany)

Project: SAP Functional Training Lead Manufacturing

- Leading a team of 3 key users and 25 trainers for Manufacturing business in 3 German refineries
- SAP PM, PS & MM (4.7)
- Receiving & providing knowledge transfer from various Global and local project teams
- Localizing and translating assigned training packages
- Incorporating IT CAP, Legal & Fiscal items, Stepouts & Workarounds into training materials
- Managing the preparation of assigned training packages for delivery to end users, incl. Scoping, planning and Quality Assurance
- Lead Trainer for assigned training packages
- Providing availability information to central Training Team for scheduling
- Providing Post Go Live Support

08.2007

Industry: SAP Walldorf (Germany)

**Project: Certification „SAP Solution Consultant
SCM Procurement with mySAP ERP 2005“**

- SAP129 SAP Navigation
- SM001E Introduction to SAP Solution Manager
- TERP01 SAP ERP Business Process Basics and Navigation
- TERP50 Plan-to-Produce Processing in SAP ERP
- TSCM50 SAP ERP Procurement Academy Part I
- TSCM52 SAP ERP Procurement Academy Part II
- Software Component: SAP Enterprise Central Component ECC 6.0
- Certificate ID: 0004455844, dated Aug 10th 2007

01.2007 –
07.2007

Industry: Refinery (Germany)

Project: SAP Data Quality Team Lead

- SAP R/3 PM, MM, Release 4.0
- Localization & implementation of globally defined data quality standards (DQS)
- Coordination of all data cleanse activities to meet DQS
- Leading a team of 6 “data cleansers”
- Support data migration to prepare the implementation of a new SAP release version 4.7

10.2005 -
12.2006

Industry: Refinery (Germany)

Project: SAP Data Migration Manager (Project "SubEx")

- Analyzing data from 100+ legacy systems
- Migrating the data to SAP R/3 PM
- Sub-project management
- Process conceptualisation and data cutover
- Change management
- End user and admin support (1st & 2nd level)
- Project documentation of systems being shut down

04.2005 -
09.2005

Industry: Steel Production (Germany)

Project: SAP PP Implementation Consultant (Release 4.6C)

- Implementing production planning on SAP release 4.6C in maintenance workshops of a steel supplier
- Process analysis & visualization
- Development of project- & user documentation
- Setting up data in training environment
- Scenario testing
- Planning and delivering training sessions
- First and second level support

10.2003 -
03.2005

Industry: Steel Production (Germany)

Project: SAP PM 4.6C Implementation Consultant

- Implementation of the SAP Plant maintenance PM module (4.6C)
- Scenario testing
- Conceptualizing training materials
- X-process trainings in maintenance, inventory management and procurement
- X-process trainings in plant maintenance and human resource modules (time confirmation)
- Conducting PMIS management information courses
- Moderating workshops
- Development of an online training support system

10.2002 -
09.2003

Industry: Small & Medium-size Retail Businesses (Germany)

Project: Supporting various projects as SAP Business One Analyst

- Implementation of SAP Business One
- Testing of new SAP Business One releases
- Marketing & development of proposals
- Development of an intranet-based knowledge management system (inhouse)

09.2002 -
10.2002

Industry: Oil & Gas (Germany)

Project: Connecting an Access Database to SAP R/3 for optimized Inspection Planning and Implementation of an automated Due Date Tracking System using MS Project and Outlook-Integration

- Development of an MS Access-based database with SAP connection for optimized inspection planning in a refinery
- Migration of project data from a legacy system to MS Project and realization of an automated due date tracking system
- Developing a task form for improving project management communication in MS Outlook
- Compiling an organizational manual for ENC-SAP department for auditing purposes

02.2002 -
09.2002

Industry: Oil & Gas (Germany)

Project: SAP Knowledge Management (Information Analyst)

- Knowledge management reflection
- Analysis how to save data during company merger's with focus on inspection-critical data in SAP
- Modeling information flows in SAP R/3
- Comparing information needs with information available

03.2001 -
01.2002

Industry: Transport & Logistics (Germany)

Project: Shunting Planning Improvement

- Implementing a database for shunting planning for short- and long distance trains
- Substitution of a dBase database by MS Access
- 1st – 3rd Level Support

**09.2000 -
02.2001**

Industry: Software Development (India)

Project: IT Business Development

- Developing a Business Development Strategy for a software development company in India
- Researching the market for embedded computer systems in Europe
- Accomplishing a mailing-based marketing campaign for the german market
- Implementing a self-developed documentation system