Curriculum Vitae   SUMMARY   *Christian Schuette*

Christian SCHUETTE

(Date of birth 18.05.1964)

Career	▪ sapXPerience GmbH (self-employed) (since 2011)
	▪ Christian Schütte Consulting, Zug, Switzerland (2006-2010)
	▪ MATO Business Consulting (MD) (2003-2006)
	▪ PLAUT (Schweiz) AG (Center Manager) (1999 – 2003)
	▪ Schmidt, Vogel & Partner (Schweiz) AG (MD) (1997-1999)
	▪ ORIGIN Deutschland GmbH (Lead Consultant) (1994-1997)
	▪ Andersen Consulting Germany (Senior Consultant) (1990 – 1994)

Education:
▪ Study of Economics at the University of Goettingen
degree: "Diplom-Kaufmann" (comparable to MBA)

Languages:
▪ German (mother-tongue)
▪ English (fluent spoken and in written)
▪ French (Basics)

Main Competences:
▪ SAP Project-Management (SME to multinational companies – Pilot- and Template Rollouts)
▪ **S/4 HANA Best Practise (BP) Processes implementation** (Greenfield, Bluefield & Brownfield)
▪ **Managing** multi-national **hybrid SAP project teams** with 50+ members; **Waterfall** as well as **agile**
▪ **End-to-end business process optimisation with SAP**
▪ **Value creation based C**ontinues **B**usiness **I**mprovement (fact based change management & governance)
▪ Creation and heading of **C**enters **o**f **E**xellence (Business and SAP) within organizations running SAP
▪ **O**rganizational **C**hange **M**anagement

Certificates: & Trainings
▪ **SAP S/4 HANA** Trainings: **General** - Functions & Innovations; **E**nterprise **M**anagement – Innovative Logistic Processes; **Manufacturing** - Functions & Innovations¸ **Sales** - Functions & Innovations
SAP R/3 certified: **M**aterials **M**anagement, **S**ales & **D**istribution, **Integration** of Business Processes, **ASAP** (Accelerated SAP), **ASAP** for global Implementations, **C**ontinuous **B**usiness **I**mprovement.
▪ **Non SAP** certified: Accredited Consultant **T**eam **M**anagement **S**ystem; **ITIL/4** Foundation; Certified **NLP –** Practitioner; **HIRT** - method certified

Project-Experience (since 1991):

▪ Project-Management (SAP R/3 & **S/4 HANA**)	▪ **IT**-**S**ervice-**M**anagement: SLA-based restructuring & contracting
▪ Integration Management & Assurance	▪ **ERP S**ystem **L**andscape **O**ptimization
▪ End-to-end process optimization	
▪ **S/4 HANA Best Practise based B**usiness **P**rocess **M**odelling	▪ **Agile: SCRUM / SAFe (Release Train Engineer) / SAP Activate for S/4 HANA**
▪ Legacy integration & Interfaces	▪ SAP ADM - **A**dvanced **D**ata **M**igration
▪ Cut-Over and Go-Live Management	▪ Creation & Lead of **SAP CCoE**
▪ ABAP/4 programming/tech. lead	▪ **A**pplication **S**ervice **M**anagement for SAP
▪ Efficient testing and test management	▪ **C**hief **I**nformation **O**fficer (a.i.)
▪ **S/4HANA deployment** strategy consulting	▪ Industrialization of Template-Rollouts
▪ **SAP Outsourcing** and **ASM contracting**	▪ Broad range of tools and accelerators

Industry-experience:

▪ Beverages	▪ Chemicals
▪ Engineering & Construction	▪ Consumer Products
▪ Retail & wholesale	▪ Automotive
▪ MRO-Services	▪ Manufacturing
▪ Aviation / Aerospace	▪ Metal Processing / Forging

Consulted Companies (extract):

Switzerland:	*Germany*:
▪ Ahaus Alstätter Eisenbahnen	▪ Bahlsen
▪ Allcom	▪ BEB
▪ Arfa Röhrenwerke	▪ BestSecret
▪ Blaser Swisslube	▪ Borgers Automotive
▪ Coca-Cola	▪ BUNA AG
▪ CWS-boco	▪ Coca Cola EG
▪ Die Schweizerische Post	▪ Dachdecker Einkauf Nord
▪ Keramik Laufen	▪ KARL MAYER Textilmaschinenfabrik
▪ Lawson Mardon	▪ LEIBER Group
▪ RUAG Aerostructures	▪ Mannesmann Dematic
▪ SR Technics	▪ Nihon Kohden Europe
▪ Swisscom	▪ Siegener Verzinkerei Gruppe
▪ Tom Tailor	▪ SPAX (A Division of Altenloh, Brinck & Co)
International:	▪ Sulzer Hydro
▪ Coca-Cola HBC (Greece)	▪ VESTAS Central Europe
▪ METRANS AS (Czech)	
▪ Sanitec OY (Finnland)	
▪ Pepsi Corporation (Egypt)	
▪ VESTAS Wind Systems AS (DK)	

Curriculum Vitae   *Christian Schuette*

CAREER AND BUSINESS EXPERIENCE

PLEASE USE THE LINKS BELOW TO NAVIGATE IN THE CV

03/2011 - present	**sapXPerience GmbH (Self-Employed)** - Customer Project Manager in a national rollout project - Template Project Manager of a systems integrator in an international rollout project - Project Lead of a process GAP analysis within SAP based billing processes
11/2006 - 02/2011	**Self-Employed with Christian Schütte Consulting, Zug** - Customer Project Manager in a national rollout project - Global Project Manager in an international rollout project - Integration Manager in a rollout project
06/2003 - 10/2006	**MATO Business Consulting (Managing Director)** - Founding the Consulting practice within the Group - Global Project Manager in template and rollout projects - Head of a customer SAP Competences Centre (ad interim)
08/1999 - 05/2003	**PLAUT (Schweiz) AG (Center Manager)** - Head of SAP Competences Centre - Head of the Industry Centre Service Industries - Global Project Manager in template and rollout projects - Integration and Go-Live Manager in a complex SAP environment
08/1997 - 07/1999	**Schmidt, Vogel & Partner (Schweiz) AG (Managing Director)** - Heading the Consulting Operations - Achieved to be the No 1 SAP VAR in Switzerland in the first year - Project Manager in various projects in parallel
10/1994 - 07/1997	**ORIGIN Deutschland GmbH (Lead Consultant Sales & Logistics)** - Member of the Dev. team for Origins SAP implementation Method POWER - Integration & Project Manager - Functional Consultant Sales & Distribution & Materials Management R/3
09/1990 - 09/1994	**Andersen Consulting Germany (Consultant / Senior Consultant)** - Integration Manager and Project Recovery - Functional Consultant SD (RV) & MM (RM) SAP R/2 & R/3 - Programming Team lead (SAP R/2) - ABAP-Programmer (SAP R/2)

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CAREER AND BUSINESS EXPERIENCE

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Overall
Build-up sustainable experience as a SAP project manager with 25+ years of experience from SAP's R/2, R/3 and S/4 HANA . Proven track record of successful implementations in SAP projects in various industries, different sizes and implementation approaches. Shown ability of intercultural leadership skills through coaching and mentoring and to grow excellent performing project-teams (Customer, one implementation partner and hybrid consultants) with up to 120 members between Cairo and Helsinki.

SAP experience
Coming with an expert knowledge if OTC processes and understanding the SAP solution in depth and across various functions and industries by starting as a programmer in SAP R/2 and ending up as global project manager by passing through the positions of being the technical team lead, a functional consultant, integration- and project manager in various single site implementations. Thus being able to guide functional consultants to optimal solutions by considering all integrative and organizational aspects. Heading an S/4 HANA end-to-end implementation deployed in SAP's HEC and part of SAP´s S/4 HANA Early-Adopter Program (EAP).

Methods and tools
Being a lead team member of the development of Origin's implementation method 'POWER' (prior to ASAP) with the knowledge of Andersen's Method/1 in the background and acting as the project manager of the POWER pilot implementation. Run through the various types of ASAP implementation certifications (for SME, for single site and for global rollouts) and acted as a project manager using those several times. Delivery of SWOT based recommendations for the optimal approach to be chosen (i.e. template, pilot, big-bang or functional split) in the specific situation to many customers. By having a big back-pack of different tools and templates for various purposes being able to apply the right set for the specific needs. Agile methods like SAP Activate, SCRUM and SAFe (Scaled Agile Framework), acting as RTE (Release Train Engineer).

Having invented a [straight forward approach and toolset to re-design the to be implemented processes towards the SAP Best-Practice processes deployed in the latest S/4 HANA version](#).
Having invented [a pragmatic approach and toolset to plan and monitor end-to-end process testing](#).
Having invented [an approach to develop a state of the art and easy to maintain end-user-documentation incorporating BPM and Authoring tools.](#)

Remark regarding SAP Acitvate: It amazes me that I am currently receiving many inquiries for S/4HANA projects asking whether I "can" do SAP Activate. From my point of view, this is the completely wrong question to ask. The correct question would be whether I have sufficient methodological knowledge to efficiently and safely implement S/4HANA in a specific situation in a project and according to the specifications of the company management.

Quality
Having gained a deep understanding of the various attempts and tools in the most critical areas of SAP implementations (Data Migration, Organizational Change Management and Testing) by being responsible for those in various complex situations and by being passionate about quality and a smooth Go-Live striving project teams to stop discussions about not relevant processes and functions and to the use of the most pragmatic tools and to deliver the best results given the specific situations.

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CAREER AND BUSINESS EXPERIENCE

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Business Process Optimization	Delivery of projects with a complete and closed MRP II based planning loop leading to significant and sustainable savings in stocked inventory, capacity usage optimization and procurement. Guidance of top brand manufacturers as well as variant configuration based ETO or CTO manufacturers to new simplified pricing models with sustainable impacts on the customer satisfaction and clarity in pricing and the overall depending sales process.
Organizational Change Management	Heading several times the integration of decentralized SAP and non SAP solutions into one central companywide SAP system including handling and smoothing all the related emotional situations on all different levels within the organization. Along with this - the introduction of principal models or the outsourcing of logistics or remaining sales-systems quite often the leading force in the design of integrating temporarily or permanently remaining legacy or external systems and applications.
Technical	Delivery of various SAP system landscape concepts from 2 to 3 and 4 tier systems as well as the applying rules for systems change management. Thus being able to provide a qualified second opinion to the proposals of systems integrators. Acting as a project manager in a Pan-European SAP outsourcing and negotiating ITIL based SLAs and contracts. Being knowledgeable at and having practical experience with the most important SAP workbenches (i.e. Data Migration, SAP Query, Transports). In depth experience in working with professional data migration partners and tools (Backoffice Associates DSM, SAP's Advanced Data Migration, InfoSys IDSS) facilitating their middleware capabilities effective within the project. Having experienced the pitfalls and obstacles of deploying the SAP infrastructure within SAP´s HEC (Hana Enterprise Cloud) with different options (STE, private)
Project Management	Created and delivered a project management CD in order to standardize these on SAP projects within PLAUT by addressing the following subjects and delivering standardized methods & tools for those: - Milestone- and time planning and progress-control - Resource planning and control - Scope-Management - Risk-Management - Issue-Management - Internal and external project reporting Sharing his experience in a specific SAP Project-Management BLOG as well as the most valuable experienced tools in a Digistore including how to explanations.
Project Lead on the customers behalf	Having saved significant spends for the customers when acting as a project or integration manager on the customers behalf by challenging questionable solution recommendations or unsustainable findings of the systems integrator. This lead to a high degree of trust and motivation of the customer project team members.

CHRONOLOGIC OVERVIEW OF ALL PROJECTS

PLEASE USE THE LINKS BELOW TO NAVIGATE IN THE CV

Year	Customer	Industry	Project Type	Role
Dec 2021 Mar 2023	SPAX (A Division of Altenloh, Brinck & Co)	Metal Processing	Coaching and execution of the tendering process for a S/4HANA Greenfield implementation at a long-time SAP ECC using company with the independent partial tenders for the areas: - S/4HANA Greenfield implementation - Hosting of the future S/4HANA system landscape - S/4 HANA Application Management Support (AMS) after the productive implementation Planning and Management of the SAP ECC EHP 8 Upgrade as a preparation for the S/4HANA Migration. Member of the core team for a new BPM-tool identification and selection.	Coach of the Project Manager (part-time); Responsible Test-Manager
Mar 2022 – Dec 2022	LEIBER Group	Automotive / Forging & Metal Processing	Interim IT Manager responsible for: - Heading the IT team (DE & PL) - Re-Definition of SAP ECC operations model - Preparation of EHP 8 & S/4HANA Migration - IT infrastructure stabilization - ITIL/4 based Re-Design if ITSM processes; SLA and SL-Management - Streamlining and standardization of the IT-Service contracting process as well as existing contracts in order to avoid risks and assure SLA based compliance - Managing external IT Services; introduction of governance processes	CIO a.i.
June 2021 – Dec 2021	METRANS AS	Railway – Freight-transpor-tation	SAP R/3 Rollout to the German site (MM, SD, FI, CO) - Project Management - Configuration, translation, and testing (all modules) - Training Material creation - Preparation & safeguarding data migration - End-User Trainings	Project Manager (part-time)

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CHRONOLOGIC OVERVIEW OF ALL PROJECTS

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Year	Customer	Industry	Project Type	Role
Jul 2021 – Oct 2021	BestSecret	Fashion Online Sale	SAP S/4 HANA program reset & setup after design phase - Re-shaping/streamlining of the project organisation - Identification and initiation of to be tendered implementation packages - Refinement of the ways of working and program management processes - Re-definition of the overall project plan and deliverables planning - Refinement of the contractual situation with the actual integration partner - Provision of a program guide - SteerCo and Adv. Board Reporting - Handover to internal Program Manager after finalization of the Program Reset	Program Manager
Mar 2018 – Dez 2020	RUAG Aerostruc-tures	Aerospace	SAP S/4 HANA end-to-end implementation - Replacement of different R/3 Systems at three sites with one S/4 HANA following a greenfield approach implement-ting the SAP's best practises - Evaluating to follow SAP Activate facilitating a model company and going for an alternate cheaper and faster agile approach (SCRUM and SAFe) - Covering sites in three countries - Merging two legacy R/3 Systems into one running unique best practises processes - Utilization of a migration partner using a middleware-based approach - Project start OnPrem and move into the HEC STE deployment after the prototyping phase - Experiencing HEC related whitelisting processes within SAP - Participating with the project in SAP's EAP (Early Adopter Program) for S/4 HANA - Involving an SAP TQM (Total	IT Project Lead, SAFe RTE and General Go-Live and Cut-Over Manager

Year	Customer	Industry	Project Type	Role
			Quality Manager) - Inventing / implementing development processes to assure HEC compliant enhancements - Execution of an interface analysis following SAP's ISA-M (Integration Solution Advisory Methodology)	
Jan 2016 – Dez 2017	Borgers Automotive	Automotive	SAP ERP, Global Template rework and Rollout Program - Rework of the overall global program - Establish complete and sustainable project management processes - Replace almost the complete central consultants team - Build a strong and competent Global Process Excellence Team - Lead all selection and contracting processes - SAP CCoE creation (processes and staffing) - Manage the template development and various rollouts and roll-ins	Program Manager & Head of Global Process Excellence Team
Jan 2015 – Dec 2015	Borgers Automotive	Automotive	SAP ERP, Roll-out in 5 production sites (Czech Republic) - Undertaking a running problematic project during realization - Recovering the project/contract - Introduction of project-management processes - Re-scheduling of project plan - Re-definition of resource utilization	Consulting Project Manager (Freudenberg IT)
Jan 2014 – Nov 2014	Nihon Kohden	High Tech (medical)	SAP ERP, Roll-out (Germany, France, Spain, Italy, UK) - Undertaking a running not-led project during realization - Recovering the project - Introduction of project-management processes - re-scheduling of project plan	Consulting Project Manager (on behalf of NTT Data)
Mar 2012 – Dec	KARL MAYER Textilmasch	Engineering & Construction	SAP ERP, SRM Full-Cycle pilot roll-out (GER: 4 locations; China, Hongkong)	Consulting Template Project

CHRONOLOGIC OVERVIEW OF ALL PROJECTS

PLEASE USE THE LINKS BELOW TO NAVIGATE IN THE CV

Year	Customer	Industry	Project Type	Role
2013	inenfabrik	(textile machines)	- Undertaking a running not-led project during blueprint phase - Recovering the project by scope fixing and application of ASAP based continuation - Re-Design of the Template/Rollout approach and program planning - Heading of template team - On-time delivery of the configured template as agreed - Ramp-up and supervision of the Chinese rollout team	Manager & Program-Manager (on behalf of Freudenberg IT)
2013 (Feb–Aug Part-time)	CWS-boco	Clean Care Services	SAP process analysis to ensure complete invoicing of all services: - Approach definition and team-lead - GAP analysis and definitions of preventive measures and controls - Process simplification and documentation approach - Support of transferring related processes from IT to business	Project Lead
2010-2011	Siegener Verzinkerei Gruppe	Galvanizing	SAP ERP Full-Cycle national pilot roll-out (GER: 6 locations); Phases: - Re-design main business processes - ERP selection - Implementation partner selection/ contracting - Outsourcing partner selection/contracting - Pilot implementation - Rollouts (5 sites)	Business Project Manager
2008-2010	VESTAS Wind Systems	Engineering & Construction (modern energy)	SAP ERP, BI, MAM: Full-Cycle international Roll-out (ASAP for global implementations); Renewal of contract: 3 times	Global Roll-Out Manager Central Europe
2006-2007	PepsiCo Egypt	Beverages	SAP ERP: Full-Cycle international Roll-out	Beverages Industry and Integration Manager
2006-2007	AAE	MRO (Railway	SAP ERP: Full-Cycle (ASAP)	Customer Project

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CHRONOLOGIC OVERVIEW OF ALL PROJECTS

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Year	Customer	Industry	Project Type	Role
		wagon rentals)	Renewal of contract: 3 times	Manager
2005	Tom Tailor Switzerland	Retail	Business Process Re-Design (outlets and central)	Lead Consultant
2004	Coca-Cola HBC	Beverages	SAP ERP PM/FM: Full-Cycle template & pilot roll-out (ASAP for global implementations)	Project Manager
2004	Coca-Cola HBC	Beverages	SAP APO Template Creation (ASAP for global implementations)	Project Manager
2003	Sanitec OY	Manufacturing (Sanitary ceramics)	SAP ERP: Full-Cycle template & roll-out (ASAP for Global Implement.) - Merge of Pan-European SAP systems - Outsourcing of the SAP IT landscape - Creation of the SAP Customer Competence Centre	Head of SAP CCC (interim Mgt.) and as such Project Manager of all the mentioned projects
2002	Coca-Cola HBC	Beverages	SAP CRM Evaluation	Project Manager
2002	Coca-Cola HBC	Beverages	SAP ERP: HR Full-Cycle template & pilot roll-out (ASAP for global implementations)	Project Manager
2001	Coca-Cola HBC	Beverages	SAP ERP: FI/CO/MM/PP Full-Cycle template & pilot roll-out (ASAP for global implementations)	Project Manager
1999-2000	SR Technics	MRO (Airplane maintenance)	SAP ERP: Full-Cycle implementation Renewal of contract: 2 times	Integration Manager / Team-Lead Going live
1999-2000	Keramik Laufen	Manufacturing (Sanitary ceramics)	SAP ERP: Full-Cycle Pilot & roll-out (ASAP)	Project Manager
2000	Swiss Post - Mailing	Services	SAP ERP: Full-Cycle Rel.-Change 3*-> 4* (ASAP)	Project Manager
1999	Swiss Post - parcels	Services	SAP ERP: Full-Cycle Rel.-Change 3*-> 4* (ASAP)	Project Manager
1999	Mannes-mann Dematic	Engineering & Construction (cranes)	SAP ERP: Full-Cycle (SAP 4.5 Pilot) (ASAP)	Project Manager
1998	ARFA Roehren-werke	Mill products	SAP ERP: Full-Cycle (ASAP)	Project Manager
1997-1999	Sulzer Hydro	Engineering & Construction (turbines)	SAP ERP: Full-Cycle (ASAP)	Project Manager

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CHRONOLOGIC OVERVIEW OF ALL PROJECTS

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Year	Customer	Industry	Project Type	Role
1995-1997	BEB	MRO (Gas Exploration)	SAP ERP: Full-Cycle; Pilot project for BSO/Origins new implementation method POWER	Integration Mgr./later Project Manager
1994	Dachdecker Einkauf Nord	Retail	SAP ERP: Full-Cycle	Team Lead Logistics
1994	Blaser Swisslube	Chemical	R/3 evaluation	Team Lead Sales
1994	Swiss Telecom	Telecom	SAP R/3 Sales Information System Prototype	Team Lead
1994	Kautex	Automotive	SAP R/3: Full-Cycle	Integration-Manager
1993	Bahlsen	Fast Moving Consumer Goods	SAP R/2: Full Cycle implementation	Team-Lead Master-Data, Interfaces and Going-Live
1992	BUNA	Chemical	SAP R/2 Realization phase	Team Lead Programming
1991	Coca-Cola EG	Beverages	Full Cycle NON SAP	Responsible for 2 sites

Curriculum Vitae   *Christian Schuette*

DETAILS ON THE MOST SHAPING EXPERIENCES

LEIBER GROUP (GERMANY) *CIO ad interim* Interim IT Manager of a 1st tier automotive supplier doing forging and metal processing with the following responsibilities: • Heading the IT team (DE & PL) • Managing the IT-Outsourcing Partners and services • SAP ECC 6.0 operation • Microsoft 365 operation and development • Operation of a bench of other software products • IT infrastructure and IT security • Preparation for a S/4HANA Migration	March 2022 – December 2022

Christian joined the role upon request of the managing partner after the leave of the prior IT-Manager to bridge the gap until the new permanent IT-Manager has been found and started. The main challenges Christian was faced with during this time and the main tasks lead by him during this time have been:

- Leading the IT-Team located in Germany and Poland
- Re-fining the IT-Services delivery model towards the organization.
- Setting up an ITIL/ITSM training program for the IT-team
- Review and re-definition of several contractual situations IT Service providers as well as streamlining and standardization of the IT-Service contracting process as well as existing contracts to avoid risks and assure SLA based compliance.
- Implementation of measures to stabilize the IT infrastructure based on SLAs.
- Setting up a training program to prepare the Key-User organization for the upcoming S/4HANA migration.
- Initiation and execution of a HCM Carve-Out from the current SAP ECC ERP-System into a separate SAP ECC HCM System on HANA
- Initiation and definition of a PaaS (Phone-as-a-Service) agreement
- Initiation and execution of several measures to secure the overall security situation
- Rework of the outdated IT-guideline
- Implementation of an emergency communication platform

Upon the start of the permanent successor in this role at the beginning 2023 Christian left the role and handed over to his permanent successor in January 2023.

The overall feedback of Dr. Rolf Leiber, Managing Partner of the LEIBER Group was:

"Very quick perception, courageous, all in all simply recommendable!"

Curriculum Vitae   *Christian Schuette*

DETAILS ON THE MOST SHAPING EXPERIENCES

BESTSECRET (GERMANY) *Program Manager* SAP S/4 HANA program reset & setup after design phase for a market leading company in Fashion Online-Sale. • Re-shaping/streamlining of the project organisation. • Identification and initiation of to be tendered implementation packages. • Refinement of the ways of working and program management processes • Re-definition of the overall project plan and deliverables planning • Refinement of the contractual situation with the actual integration partner • Provision of a program guide • SteerCo and Adv. Board Reporting • Handover to internal Program Manager after finalization of the Program Reset	July 2021 – October 2021

Christian joined the project at the decision of the Supervisory Board after several program managers had failed to put the project on a successful track.

Together with the CTO, Controlling and Procurement, Christian restructured the internal project organization into a cross-functional one and introduced internal progress reporting with actual and ETC reporting to ensure sufficient resources.

In addition, Christian developed and implemented a project guide to define roles and responsibilities and all relevant internal project processes including planning, scope, change, and risk management processes.

Because the contracted system integrator's effort estimates, billing amounts, and billing processes were completely opaque to BestSecret, Christian refined the contract towards a more work-for-hire structure with clearly defined, separately tendered and billed work packages.

Christian reported directly to the board of directors.

After completion of the project, program management was taken over by a BestSecret internal program manager.

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DETAILS ON THE MOST SHAPING EXPERIENCES

PLEASE USE THE LINKS BELOW TO NAVIGATE IN THE CV

RUAG AEROSTRUCTURES (SWITZERLAND, GERMANY & HUNGARY) *IT Project Lead, Lead of SCRUM Masters, SAFe RTE and General Go-Live and Cut-Over Manager* SAP S/4 HANA Greenfield Implementation (in SAPs HEC STE) and Replacement of an heterogenous SAP R/3 based system landscape Industry: Airspace components 1st tier Greenfield implementation (Switzerland, Germany and Hungary) – medium-size company FI, CO, MM, SD, PP, PPDS, PM, eWM, PS, ECTR	March 2018 – December 2020

Christian joined the project already for the initial project setup and did lead the analysis of the to be applied approaches. Main decisions be taken have been:
- Starting immediately with the Business Blueprint phase vs. placing a phase upfront in order to clarify and documents the fundamental basics
- Evaluating to follow SAP Activate facilitating a SAP model company and going for an alternate cheaper and faster agile approach (SCRUM and SAFe)

Finally, a six month lasting additional project phase has been applied, the team did create its own specific model company following SAP's model company approach and the application of SAP Activate has been withdrawn due to its degree of completeness.
.
Together with the Business Project Lead Christian was heading the S/4 HANA implementation project. Within this the main responsibilities of Christian have been:
- o Defining a structured method for the replacement of different R/3 Systems at three sites with one S/4 HANA following a greenfield approach implement-ting the SAP's best practises without disconnecting the business
- o Setting up an alternate cheaper and faster agile approach (SCRUM and SAFe) than following SAP Activate facilitating a model company
- o Supporting the alignment across the sites in three countries
- o Selection, setup and leading of the consulting team (consisting of a mix of internal and external consultants) including the replacement of insufficient resources
- o Selection, setup and leading the migration partner using a middleware-based approach (comparable SAPs advanced data migration)
- o Project start OnPrem and move with the project into a deployment based upon SAP's HEC STE (S/4 HANA Extended Cloud) deployment after the prototyping phase and managing all the caused related technical calamities and challenges for the project team
- o Supporting and driving HEC related required white-listings for 3rd party Add-Ons
- o Interacting with the responsible SAP members in SAP's EAP (Early Adopter Program) for S/4 HANA including the involvement of an SAP TQM (Total Quality Manager)
- o Inventing / implementing development standards and processes to assure HEC compliant enhancements
- o Execution of an interface analysis following SAP's ISA-M (Integration Solution Advisory Methodology) and heading the interfaces design and development
- o Definition and introduction of structured pragmatic approaches for:
  - The creation of state-of-the art Business Process and End-User documentation
  - Preparing and executing e2e process tests with close progress monitoring across all sites
  - The creation of the technical documentation (configuration and development)
- o Planning of all major system infrastructure related activities, such as client concept, transportation rules and concept and client and system copies
- o Work out of a return-on-investment calculation for the complete SAP program

DETAILS ON THE MOST SHAPING EXPERIENCES

- o Preparation, Management and Lead the Steering Committee Sessions with involvement of the complete executive board
- o De-escalation and moderation conflict situations on all levels and to escalate subjects wherever necessary
- o Ensuring objective and sustainable SAP related decisions involving all relevant parties and being compliant with the defined project target
- o Definition and establishing all required project management processes:
    - Milestone- and time planning and progress-control
    - Resource planning and control
    - Scope-Management and related Change Management and Control
    - Risk-Management
    - Issue-Management
    - Project Communication
    - Decision Making Management
    - Quality-Management
    - Test Management
    - Internal and external project reporting
    - Establish a project office to run and monitor all project-management processes

Conclusively the project was supposed to Go-Live at January 1st 2021 but for certain – mainly Covid-19 caused - reasons the Go-Live was suspended and the project has been put to full stop for the time being and the whole project team was released.

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DETAILS ON THE MOST SHAPING EXPERIENCES

BORGERS AUTOMOTIVE (GERMANY & CZECH REPUBLIC) *Consulting Project Manager / Program Manager SAP Rollout-Program /* *Head of Global Process Excellence* SAP R/3 ECC 6.0 Template Creation and Program-Mgt. Rollout Program Industry: Automotive 1st tier Template Rollout Program (Germany, Spain, Poland, USA, Czech Republic) – medium-size company FI, CO, MM, SD, PP, PM, WM, BI	January 2015 – December 2017

Christian joined the project as the 3rd project manager on behalf of the system integrator for the Template Rollout Project in Czech Republic.

After realizing that there is no global template rollout approach followed at all and to continue in that manner would lead to failure in reaching the goals defined for the overall program as defined two years earlier, Christian convinced the project steering committee to stop the current running rollout projects and re-setup the SAP program in a manner, that ensures the achievement of the defined goals and targets for the significant investment.

After this decision Christian was asked to take over jointly with the new CIO the restructuring and the heading of the SAP Rollout-Program. When doing so the following main actions have been taken and mainly defined and led by Christian in order to bring the SAP program back onto course:

- The actual system integrator was replaced with a high level 6 head hybrid consultant team, working based upon similar contractual basics and according to newly defined unique rules documented in the project guidebook
- The executive board had to specify the high-level project targets into measurable ones
- The executive board had to take a defined course of actions in order to prepare the global organisation for the upcoming standardization and alignment project
- The organizational change management was setup in a structured manner and the rules within the whole program were changed in order to ensure commitment and involvement of local entities
- The Core of the SAP template was reworked and cleaned up from unnecessary functions programmed apart from the SAP standard; a high sophisticated material-flow management was implemented within the template
- Process and user documentation was build as an integrated part in the existing PMM system ending up in an highly integrated sustainable and revision-safe managed complete solution
- The template extension and improvement was based on a defined release concept based upon a strict change-management procedure
- Additional management-levels have been integrated into the program management procedures in order to ensure OCM and acceptance
- Team-Buildings have been executed for new project groups, that where not used to work together jointly
- The Rollout-Approach was re-worked and local SAP consulting companies where selected based upon a structured selection process and contracted on a standardized format by the local entities in order to assure local accountability and native language support
- Establish ITSM processes in order to handle incidents and change-requests in a structured and sustainable manner
- A customer SAP CCC was implemented and started to grow

Additionally Christian was asked to take over the 2nd level management role ad-interim as "Head of the Global Process Excellence Team" in order to strengthen the position and acceptance of the 12 global process and global function owners within the overall organization. In this role Christian

- Was reporting directly to the CFO
- Was Responsible for planning and organizing team-buildings and method trainings for his team
- Worked-out, negotiated and executed a 32 day in-house SAP- training for the team

- Coached the team to become a strong and very reputable group with a commendable team spirit acting as a change-engine and role model for all the organization. We had started as a loose collection of nominated experts without reputation within the organization.
- Finally achieved this result after only 18 months of heading the team instead the 36 initially estimated

Together with the newly appointed CIO Christian was heading the SAP-Template Rollout program. Within this the main responsibilities of Christian have been:

- to create, maintain and manage the overall project plan for the template extension, as well as all Rollout related activities:
    o Data-cleansing, standardisation and migration facilitating SAPs Data Migration services)
    o Set-up the local project teams
    o Select, hire and lead the negotiations with the various local Rollout consultants
    o Define and manage the work-split and collaboration between the central team and rollout teams
    o Conduct and manage status meetings with the local project and senior management
- to manage and lead the involved hybrid external consultant team and to replace insufficient consultants including the related selection processes and contract negotiations
- to plan and manage all major system infrastructure related activities, such as client concept, transportation rules and concept and client and system copies
- to define and establish all required project management processes:
    o Milestone- and time planning and progress-control
    o Resource planning and control
    o Scope-Management and related Change Management and Control
    o Risk-Management
    o Issue-Management
    o Project Communication
    o Decision Making Management
    o Quality-Management
    o Contract Management
    o Test Management
    o Internal and external project reporting
    o Establish a project office to run and monitor all project-management processes
- to prepare, manage and lead the Steering Committee Sessions with involvement of the complete executive board
- to de-escalate and moderate conflict situations on all levels
- to escalate subjects wherever necessary
- to ensure objective and sustainable SAP related decisions
- to assure the quality and on-time delivery of all components of the global rollout package
- to plan and manage the ramp-up of local consultant teams
- to involve dedicated experts for special subjects (process related, business related, OCM-related and SAP related)
- to work out decision papers about critical subjects
- to work out a return-on-investment calculation for the complete SAP Rollout program

Conclusively the customer did feel comfortable to run the global project management of the well setup program with internal resources and thus it was mutually agreed, that Christian can leave the program management team at the end of the year.

Feedback Mr. M. Klein-Bösing (Head of SAP CoE Borgers Automotive - Dec. 2017)
"I've never met anyone who is so clearly, purposefully and structurally on the road in project management, and who is involved in the methodology, appearance and . I have always enjoyed working with you and I have learned a lot from you and your way of working."

Curriculum Vitae

Christian Schuette

DETAILS ON THE MOST SHAPING EXPERIENCES

PLEASE USE THE LINKS BELOW TO NAVIGATE IN THE CV

	January 2014- November 2014
NIHON KOHDEN EUROPE (GERMANY) *Consulting Project Manager* SAP R/3 ECC 6.0 Implementation Industry: High-tech products sales and service (medical care) Template roll-out (GER: 2 locations; Italy, France, Spain, UK) – medium-size company FI, CO, MM, SD, CS	

Christian joined the project as the 5th project manager after a six month project runtime for the European subsidiaries of a Japanese company. Thus he faced a difficult customer consulting company relationship in a heated political environment.

When Christian joined the consulting team, consisting of 5 head hybrid consultant team had just finished successfully the integration test one. During this test the Key-users have not been involved in testing by the consultants.

Therefor Christian did setup a new test-cycle without allowing the consultants to touch the system while testing.

Christian did assist the business to resolve their organizational process issues and did apply an integrated test-approach instead the previously used module oriented one.
Upon successful completion of this test Christian did drive and organize the replacement of the technical oriented consulting team by one with a stronger process and user oriented focused one.
Additionally Christian did initialize the implementation of one local language speaking trainer per country.
As the project was based on a fixed price contract Christian was responsible for the management of all deliverables until sign of.
Christian did develop the training concept and the standards for training materials as well as end-user documentation.
Christian did head the scope finalization and sign-off workshops with all subsidiaries from outside Germany.
During the Integration test 2 Christian did initialize a system freeze and implement an accompanying change request process. Furthermore he did define and implement the incident management process and develop the required tools (Excel based).

Upon release of the configuration consultants Christian undertook the responsibility for resolving the OTC related incidents with a lot of process streamlining and configuration adjustment tasks as well as the handling of the sales and service data related LSMW based migration tools and various others. Various. Besides this Christian is helping out cross module in the resolution of incidents that exceeds the responsible consultant's capacities. Within this Christian is facilitating his excellent SAP expert network.

Christian was planning and managing the overall test-migration, which was successfully finished few weeks ago and is the basis for the currently ongoing user-acceptance test.
Christian did manage die communication with the Indian ABAP development factory as well as the liaison with the Japanese project sponsor and his local representatives and the European one.
Christian has introduced a dashboard based progress and performance monitoring on the incident resolution as well as on the End-User trainings and User acceptance testing.
Finally the customer did start the production usage of the new SAP system in all five countries and did have successful and for him unexpected smooth transition into his new SAP world guided and let by Christian as the responsible project manager.

Curriculum Vitae   *Christian Schuette*

DETAILS ON THE MOST SHAPING EXPERIENCES

CWS-BOCO (SWITZERLAND) *Consulting Project Manager* SAP R/3 5.0 OTC invoice process gap(s) identification / resolution Industry: washroom hygiene In-depth analysis of invoice processes	March 2013- June 2013

Christian was hired on a part time basis to guide a team consisting of customer business and IT support people through a structured analysis and GAP resolution process for their OTC processes as there was a recognition that not all deliveries / services have been billed to customers during the past years.

Christian did setup a structured top-down approach and project planning in order to identify possible gaps from different perspectives.

Besides is strong knowledge of SAP standard invoice processing from all perspectives Christian did need to dive into the highly complex customs developed invoicing solution within SAP for this customer.

Together with the customer IT staff Christian did do in depth analysis and reconciliations of different figures all along the OTC processes in order to identify measurable indicators for the loss of sale on delivered services.

Finally Christian and his team did identify 20+ gaps within the OTC processes, master data, handling and necessary periodic reconciliations that led to a significant amount of not being invoiced services and deliverables.

Christian did guide the team to define required technical and organizational corrective measures in order to close those gaps.

Besides this an exception reporting facilitating the possibilities within the SAP standard was established in order to inform dedicated management if the root causes of the identified defects are occurring again.

Also a periodically reconciliation process has been implemented as a part of the throughout the project re-designed periodical closing procedures.

Curriculum Vitae   *Christian Schuette*

DETAILS ON THE MOST SHAPING EXPERIENCES

KARL MAYER TEXTILMASCHINENFABRIK (GERMANY) *Consulting Project Manager* SAP R/3 ECC 6.0 Implementation Industry: Engineering & Construction (textile machines) Template/pilot roll-out (GER: 4 locations; China, Hongkong)– medium-size company FI, CO, MM, SD, CS PP, SRM, SAP Technology (Basis)	March 2012- Dec 2013

Christian was undertaking a running not-led project within blueprint phase and developing a plan to rescue the project which was running out of scope and timeline.

Christian has driven the customer business responsible to fix the scope and commit to a defined scope change request process.

Furthermore Christian did apply the usage of the SAP implementation method ASAP to the project. In order to start prototyping many basic decisions has to be taken and Christian was heavily involved in the solution design of overall organizational structures.

Christian was leading the Pilot-Template team of 12 consultants which did deliver the template on time and in scope.

Christian did design the development process and manage the external development company factory approach).

Christian did design the rollout program including processes, roles and responsibilities of the involved central and decentralized resources. Furthermore Christian did apply the required project management processes like issue-, decision-, status-, scope- and communication-management.

Christian did undertake the leadership in designing the template-rollout compliant client-concept on a three-tier environment and was heading the definition of documentation and quality standards. After delivery of the template Christian did help to onsite setup the Chinese and Hongkong rollout teams and afterwards managing those via established regular status reporting and regular telephone conferences.

Besides heading the central team maintain the template Christian did define the overall test-concept and undertook the leadership in the global integration testing by himself. He was planning and heading the cross-country integration testing of OTC processes, SD based, but involving all SAP modules.

Upon successful finalization of the integration test for personal reasons Christian asked to the contracting consulting company to be replaced. Fortunately they did have an available project manager employed at this company.

Curriculum Vitae   *Christian Schuette*

DETAILS ON THE MOST SHAPING EXPERIENCES

PLEASE USE THE LINKS BELOW TO NAVIGATE IN THE CV

SIEGENER VERZINKEREI GRUPPE (GERMANY) *Business Project Manager (Project manager on the customers behalf)* Full Life Cycle SAP R/3 ECC 6.0 Implementation Industry: Galvanization National pilot roll-out (GER: 6 locations) – medium-size company FI, CO, MM, SD, PP incl. operating data logging (MES), SAP Technology (Basis)	March 2010- January 2012

Christian is managing a SAP implementation in the role of the customer's business project manager. As the customer did fail to implement SAP two years before this project has been started the business environment was quite difficult and doubtful and the first question to answer was whether SAP is the right choice for the company or if another package suits better to their needs.

Christian has been taken on board in this role because weakness in leadership on the customer's business side has been considered on of the main causes for failure in the first SAP implementation attempt. Meanwhile, after the pilot implementation (FI/CO/MM at all sites, SD&PP incl. operating data logging (MES) only at the pilot site) and three rollouts have been performed ahead schedule and below budget the project is considered a big success by all the organization and the leadership team is fully convinced that SAP has been the right decision.

As there is no standard solution for the galvanization industry within SAP and their processes are special – mainly driven by the fact, that the products to be galvanized are often only known after having performed the galvanization, a lot of creativity was necessary to support those processes in a simple way using the available SAP standard functions and processes. Christian has heavily supported to guide/drive the SAP consultants in the right direction and was the main contributor to the currently well fitting SAP processes and data-structures.

Besides the project management work during this project Christian did also touch the technical ground of SAP again. While the customers IT group was not capable to deliver to all their commitments, Christian took over some of their realization tasks within SAP, mainly the creation of tools for data-loads and interfaces, application of authorizations, the creation of queries and customization in various areas.

Christian is currently managing the remaining rollouts and setting up the organization for a continuous business improvement of processes and the SAP system.

Because of the success of the solution within the German sites the customer currently considers to rollout the solution to his newly owned foreign sites across Europe as well.

Out of this role Christian has lead the selection process for all external partners negotiated the related contracts on his customers behalf – this lead to savings of app. 50% compared with the initially planned budget.

Re-design of the main business processes (2 months) - Key Responsibilities
- Creation of an overall project plan for main deliverables
- Collection of main business process goals related efficiency and controls from stakeholders
- Re-design and ERP-compliant documentation of order-to-cash and procure-to-pay process; identification of pitfalls related to standard ERP order-to-cash processes
- Setup of basic project organization, rough schedule and support of pilot site selection
- Creation of a functional requirements catalogue related to the main processes as well as supporting processes
- Preparing and leading the negotiations on compensations with the implementation partner of the previous (failed) SAP implementation attempt

ERP package selection and Implementation partner selection/contracting (2 months) – Key Responsibilities
- Identification of to be involved potential implementation partners for each package (two packages)
- Creation of an ERP selection criteria catalogue (functional, economic and IT strategic parts)

DETAILS ON THE MOST SHAPING EXPERIENCES

PLEASE USE THE LINKS BELOW TO NAVIGATE IN THE CV

- Valuation of packages against selection criteria based on partners replies; short-listing of implementation partners based on quality of replies
- Preparation and detailed instruction of partners in order to present a prototype of the order-to-cash process within their ERP solution with special consideration of industry specific functions
- Preparation and chairing of the ERP and implementation partner election meeting with the leadership team
- Leading the contract negotiation with the selected implementation partner resulting in significant savings
- Detailed project scope definition, project schedule for deliverables; setup of required project management processes and procedures in joint work with the selected implementation partner
- Definition of basic project rules and standards for various areas like customizing and programming, documentation and the client concept.

Pilot implementation (6 months) - Key Responsibilities
- Guidance and coaching of business team leads, control of their deliverables
- Monitoring the schedule and quality compliant delivery of the implementation partner
- Heading workshops to resolve process critical issues based on prototyping approaches as well as interfacing i.e. between PP and operating data logging (to provide a MES solution)
- Leading the creation of functional specifications for additional required developments
- Leading the business in the definition of organizational structures and master data contents
- Guiding the business in master data cleanings
- Creation of tools for data loads and temporary interfaces within SAP including the execution of test and productive loads
- Creation and execution of Cut-over and Go-Live plan for the pilot site
- Preparing and heading the Steering Committee including the Definition of a detailed rollout-program across all sites, budget and schedule control, scope- and change management
- Organization and participation in go-live support
- Leading the contract negotiations with the implementation partner for the ongoing support

The pilot was delivered on schedule and below budget.

Outsourcing partner selection/contracting (2 months) (Initialized by Christians recommendation the Steering Committee took the decision to evaluate outsourcing of the physical and technical base of the SAP systems) - Key Responsibilities
- Comparison of inhouse- and outsourcing the SAP hardware (economics and quality criteria)
- Identification of potential outsourcing partners
- Building a criteria (economics, resources, services and service levels) catalogue for partner selection and collection of the related data
- Short-listing of partners, performance of 1st round of interviews and handover of the results including a recommendation to the IT department
- Supporting the contract validation and proof

Rollouts - Key Responsibilities
- Creation of the go-live and cut-over plan for each site
- Pushing organizational alignments in processes, data and reporting
- Supporting local managers in the identification and execution of required organizational changes
- Performance of validation and training workshops with key-users
- Execution or request (within ongoing support form implementation partner) of required systems justifications (customizing)
- Writing of functional specifications for adjustments within the developments
- Planning and heading integration testing
- Handover of data-conversion and interface tools to the IT department
- All go-lives have been received as very smooth ones without any business interruption
- Two out of the five rollouts have been delivered one month ahead schedule; the third one was on schedule
- All rollouts have been delivered below budget

Curriculum Vitae   *Christian Schuette*

DETAILS ON THE MOST SHAPING EXPERIENCES

VESTAS CENTRAL EUROPE (GERMANY) *Global Rollout Manager Central Europe* Full Life Cycle SAP R/3 ECC 6.0 Implementation Industry: Engineering & Construction in Modern Energy **Pan European Roll-out – app. 1'600 end-users** FI, CO, MM, SD, CS, BW, PI (XI), SAP Technology (Basis)	January 2008 –February 2010

Christian has been managing a Project Team of almost 100 people. There are 10 external SAP Consultants (6 individual contractors and 4 from a Data-Migration solution deliverer) and more than 80 Misc. employees in the role of team leads, business process team members and power users working on various SAP application modules. The project went successfully life in July 2009 with ten sites (German, Austrian and Dutch Headquarters and sales offices, project sites in BG, RO, HU, CZ, SK, HR and UA).

The Go-Live in Central Europe has been rated by far the best out of eight in other regions all over the world by the local management team as well as by the global program office. This was mainly due to the following facts:
- The best quality of to be migrated data and Go-Live Management
- The best prepared end-user organization and Management Team with regards to organizational changes
- The most well trained end- and power user organization

Christians contract has been renewed the three times (each for different roles) on request of the customer. The customer project manager has been promoted on delivery of the project.

Rollout Setup-Phase as part of the global program office (3 months) - Key Responsibilities
- Evaluation of different global rollout sequence scenarios and recommendation to the global Steering Committee
- Setting up the ASAP based implementation strategy together with the team-leads of the SAP CC in DK
- Definition of the global Rollout Project Organization
- Interviewing candidates and recruiting of the central European Core-Team members (all internal full time)
- Definition and execution of a ramp-up SAP training program for Core-Team members
- Project Buy-In of all executive Managers in Central Europe; Organizing and leading the initial Steering Committee Meeting
- Introduction of a so far in Europe unknown solution approach for data-migration (US developed)
- Creating the initial Project Plan and the Strategy for Organizational Change Management
- Organizing, preparing and leading the Kick-Off Meeting & Legal Requirements Workshops

Rollout Business Validation-Phase (9 months) - Key Responsibilities
- Organizing and executing and monitoring template validation workshops with the business and members of the central in various areas (processes & functions; data-migration; authorization etc)
  A key success factor was to sell the global standard approach locally to the management and to make the organisation understand that despite a completely different history in the implementation of ERP systems this template rollout will be different in terms of the possibilities for changes and will require a high capability of the organization to fit into the future processes and functions as delivered with the template
- Impact analysis and management of the SAP rollout with about 25 other improvement projects running in parallel
- Managing the decision of local business unit to outsource the Pan-European logistics to an external provider and adaptation and coordination of all related consequences (interfaces & processes) for the project
- Setting up and running a simplified real-live case based initial training program for all office function users
- Chairing Project Status Meetings and reporting the progress on a monthly basis to the Steering Committee
- Interviewing and hiring a team of hybrid consultants for special purpose subjects
- Defining and negotiating the contract with a solution provider for the turned-key delivery of data-cleaning
- Lead in defining the strategy to migrate more than 20'000 local materials into the new global ones

- Definition and implementation of processes for cross-border handling
- Creation of an OCM plan and setup a communication strategy and plan
- Monitoring of the Project Plan, the Scope-change process and the Decisions, Actions and Issues

Rollout Realization & Go-live-Phase (7 months) - Key Responsibilities
- Setup and execute the end-user trainings at about 30 locations
- Contribution to complete the global test-approach and monitoring testing and monitor issue resolution
- Monitoring the progress and driving force to issue resolution within the interface to the external logistics provider, which was under extreme time pressure
- Resolution of the most critical topics related to data cleaning & migration bridging the communication between the central data-migration team and the local data-cleaning forces
- Lead in planning, preparing and executing OCM workshops with the Management teams at all major sites
- Negotiating the terms of termination with the suppliers of the legacy software
- Chairing Project Status Meetings and reporting the progress on a monthly basis to the Steering Committee
- Development and introduction of a strong management reporting out of the project
  A specific KPI report to monitor the progress has been developed by Christian and executed weekly covering the sections 'Data-Cleaning', 'Execution of organizational changes' and 'Main project tasks'; this has been the basis for weekly reviews in the management board. Decisions out of all project related meetings have been collected and communicated to all the management team on a weekly base.
- Managing the core-team – a mix of full-time internals and hybrid consultants – including the successful exchange of some of the team, members in quite late stages
- Monitoring of the Project Plan, the Scope-change process and the Decisions, Actions and Issues
- Guiding HR in the process to achieve a work council agreement in Germany for the SAP operations
- Definition and setup of the rules and to be used tools and communications within the Go-Live support
- Definition and implementation of data-ownership and related processes and responsibilities
- Definition and execution of a ticket-to-entry procedure for managers
- Guidance in the management of the cut-over related activities.

Go-live-Support and Stabilization phase (5 months – ongoing) - Key Responsibilities
- Monitoring and management of communications and resolution for quick fixes with the central team
- Leading steering process involving the executive management during the first Go-Live weeks
- Application and measurement of PPIs (Process Performance Indicators)
- Backlog identification and resolution
- Setup the Solution Manager based process and guide the business to become a self-support organization facilitating their super users
- Definition and implementation of a structure approach to achieve and manage business compliance with the global processes
- Initiation and organization of regular cross-departmental integration meetings
- Identification, sub-contracting and managing a team of a hybrid consultants for support in dedicated areas
- Business Unit representative in the negotiations of an SLA based support with the central organization
- Definition and implementation of a value focused **C**ontinuous **B**usiness **I**mprovement approach
- Chairing Status Meetings and periodic reporting the progress to the involved managers

Curriculum Vitae   *Christian Schuette*

DETAILS ON THE MOST SHAPING EXPERIENCES

PLEASE USE THE LINKS BELOW TO NAVIGATE IN THE CV

PEPSI CORPORATION MIDDLE EAST (EGYPT) *Industry Expert Beverages and Integration Manager* Full Life Cycle SAP R/3 4.7 Implementation Industry: Beverages in an emerging market **Country Rollout Egypt** FI, CO, MM, SD, PP, BW, PI (XI), SAP Technology (Basis)	October 2006 – December 2007

Christian was starting in the project as the industry expert for beverage processes and is supposed the head the implementation of the related SAP Industry solution. After PepsiCo middle-east revised the decision to introduce IS-Bev. Christian had been asked to lead the team designing and implementing the interface to the remaining legacy Sales & Distribution environment.

Key Responsibilities
- Evaluation and recommendation of the to be implemented interface functionality and information exchange
- Leadership in the design of all Beverage specific processes, especially DSD (Direct Store Delivery) and handling of returns
- Leadership in the adaptation of the special business processes within an emerging market by extension and variation of the use of standard delivered SAP information flows and functions
- Management of the cross functional integration and information flow within a team of about 12 hybrid consultants
- Contribution to a number of difficult functional resolutions to be found across all involved SAP modules.
- Creation of the functional interface and related development specifications together with the responsible managers and legacy specialists
- Embedding of the interface related process and function documentation into the overall ARIS based ome together with particular ARIS consultants
- Working with an Indian offshore interface development team on the creation/completion of the technical specifications, their realization and unit testing
- Definition of the real live case based interface test approach split into different test phases
- Preparation and execution of test runs, hand-over of the activities to the customer employees and management of the complete creation of the test cases, test data and execution of test runs
- Management of the seamless move of the IDOC/EDI based developed information exchange environment to a new one based upon SAP XI

Curriculum Vitae   *Christian Schuette*

DETAILS ON THE MOST SHAPING EXPERIENCES

PLEASE USE THE LINKS BELOW TO NAVIGATE IN THE CV

COCA-COLA HELLENIC BOTTLING COMPANY (MAINLY SWITZERLAND) *Project Manager Template and Roll-outs* Full Life Cycle SAP R/3 4.6 and APO Implementation Industry: Beverages **Several Pan European Templates and Pilot Roll-outs** FI, CO, MM, PP incl. operating data logging (MES), PM, BW, HR, APO, CRM, SAP Technology (Basis)	January 2001 – October 2004 (with an almost one year break in 2003)

Christian was guiding the customer from the very beginning on his very successful program journey into the mySAP applications. He did start this out of his role as an industry centre manager at PLAUT Switzerland and later on continued on the request of the customer when he was self employed with his own company.

Christian did lead and contribute to define and run a common approach and project offices across all the different parts of the program
- Adaptation enhancement of SAP ASAP for global implementation approach to the specific decision on the SAP application architecture and a deliverables focused workflow between template and the standardized tool supported rollouts across 23 Pan-European countries
- Definition of pragmatic standards and consequent execution of all project management related processes
- Definition and implementation of a standardized approach to resolve business problems considering the contribution of all Pan-European units
- Definition of the functions to implement the SAP Customer Competences Centre along with the template projects

Christian did deliver each of those projects on a fixed price basis in time and within budget – first as being the responsible manager of a consulting company (2001/2002) and later with his own company (2003/2004)
Overall Christian has headed and delivered 5 different turned key projects to the customer. The APO project he won despite the fact that one of the big six had done the pre-study for the project and was competing for the template creation with him as a "one man show" who had to subcontract all his team.
Both, the global and the local customer project managers have been promoted on delivery of the projects.

SAP ERP (MM,PP,FI,CO) Program Setup Phase (1 months) - Key Responsibilities (
- Determination of the specific implementation approach based upon ASAP for global implementations including the definition of the critical deliverables and a related RACI matrix between the parties
- Detailed guidelines on how to build the global Business Blueprint facilitating SAP ASAP Q&A DB
- Definition of processes and templates for all project management related processes like Issue-, Risk, Scope-, Change- and Progress Management as well as for status and budget tracking and reporting
- Interviewing candidates and recruiting a Pan-European consultants team (PLAUT and others)
- Definition and execution of a ramp-up SAP training program for the customer team members
- Definition of development, documentation and testing standards for add-ons, enhancements and customizing
- Educating the consultants and customer team leads in the to be used template approach and related documentation
- Creating the initial Project Plan and finalization of the details of the fixed price contract
- Creating the project guidebook as the repository for all processes, roles, rules and procedures to be followed within the project
- Definition and setup of a QA process involving SAP AG
- Organizing and leading the Kick-Off Meeting & Scoping Workshops

SAP ERP (MM,PP,FI,CO) Template Blueprint Phase (4 months) - Key Responsibilities
- Explaining the Template Strategy for Global Programmes/Projects to the project teams (Multiple roll outs based on global template)
  One of the main objectives of the project was to facilitate introduction of corporate standards and consolidation and design of the system per global requirements, incorporating country specific requirements within the framework of Group chart of accounts leading to the availability of financial

statements at group and operating chart of accounts.

Optimize resource facilitation by introducing the complete closed MRP II based planning loop in SAP R/3.
- Introducing SAP's Methodology on Business Process Management and it's classification (Global, Standardized, Harmonized and Local)
- Chairing Project Status Meetings and reporting the progress on a monthly basis to the Steering Committee
- Setting up SAP's System Landscape Strategy and definition of the cross system transport rules together with the SAP basis experts
- Starting the processes to capture and monitor project related issues, risks and change requests
- Contribution to the design and architecture of the interface to the Sales-and Distribution legacy system
- Initiating, monitoring and driving the required business decisions process including the contribution to interdisciplinary solution proposals
  Especially subjects related to the move from the Anglo-American balance sheet based way of controlling towards the European one used in SAP did need a lot of emphasis.
- Scope, Requirements and Documentation Management via Solution Manager
- Detailed planning of Template Realization Phase

SAP ERP (MM,PP,FI, CO) Template Realization Phase (4 months) - Key Responsibilities
- Monitoring Customizing and developments and the creation of defined template deliverables according to their quality standards and general project progress
- Monitoring of System Management (System Copies, Remote Client Copies, Client Exports)
- Introduction of a real-live case based template testing approach and organization of the related data creation
- Planning and monitoring Integration- and Systems-Testing
- Introducing and monitoring the Change Control Procedure
- Execution of the QA check according to the program
- Chairing Project Status Meetings and reporting the progress on a monthly basis to the Steering Committee
- Detailed planning of the pilot rollout project and Definition and Initiation of necessary data-cleaning activities

SAP ERP (MM,PP,FI, CO) & BW Rollout Switzerland (4 months) - Key Responsibilities
- Creating the project guidebook as the repository for all processes, roles, rules and procedures to be followed within the project
- Explaining the Template Strategy for Global Programmes/Projects (Multiple roll outs based on global template) and SAP's Methodology on Business Process Management and it's classification (Global, Standardized, Harmonized and Local) to the local project team
- Organizing and participation in solution training & verification workshops with the local organization
- Monitoring of the customizing and documentation of local settings and developments
- Planning, monitoring and participation Integration-, Acceptance and Performance-Testing
- Setup and Execution of end-to-end process integration workshops for managers and key-users
- Chairing Project Status Meetings and reporting the progress on a monthly basis to the Steering Committee
- Monitoring the Data-Cleaning activities
- Detailed planning of cut-over and Go-Live support
- Detailed planning of the reverse template update as well as the next rollout wave (3 Countries)
  It was the target of the defined method and deliverables, that the next 2-n rollouts can be executed with internal resources only
- Monitoring of issue capture and resolution management process; contribution to the introduction of SLA based support processes between local and central organisation
- Contributing to start the monitoring of KPIs on key processes
  The initial target had been achieved and a full MRP II based planning cycle was running within SAP and the assumption that enormous savings in the whole supply-chain are possible when integrated planning is performed and carried out consistently has been proven valid. The tremendous economical impact was reported by a customer's manager on the next years PLAUT forum in Switzerland. Organizational change management is the key to get there.

Curriculum Vitae   *Christian Schuette*

DETAILS ON THE MOST SHAPING EXPERIENCES

PLEASE USE THE LINKS BELOW TO NAVIGATE IN THE CV

SAP ERP (MM,PP,FI, CO) Reverse Template Update (1 months) - Key Responsibilities
- Monitoring of the customizing and documentation of local settings and developments
- Planning, monitoring and participation Integration-, Acceptance and Performance-Testing
- Chairing Project Status Meetings and reporting the progress on a monthly basis to the Steering Committee
- Monitoring the Updates of the template rollout packages; contribution to their degree of automation
- Execution of the QA check according to the program
- Contribution to the SAP success story for the project

SAP ERP (HR – all except payroll) Template and Pilot-Rollout (9 months) – Key Responsibilities
- Creation of the detailed project plan and organization for the template and the pilot rollout
- Creating the project guidebook as the repository for all processes, roles, rules and procedures to be followed within the project
- Evaluation and sub-contracting of necessary functional and process consulting capacities
- Organizing and leading the Kick-Off Meeting & Scoping Workshops
- Explaining the Template Strategy for Global Programmes/Projects (Multiple roll outs based on global template) and SAP's Methodology on Business Process Management and it's classification (Global, Standardized, Harmonized and Local) to the local project team
- Monitoring of project management related processes
- Planning and monitoring Integration-, Acceptance and Performance-Testing
- Detailed planning of cut-over and Go-Live support
- Chairing Project Status Meetings and reporting the progress on a monthly basis to the Steering Committee

SAP CRM Solution evaluation (3 months) - Key Responsibilities
- Creation of the detailed project plan and organization for the evaluation project
- Evaluation and sub-contracting of a hybrid team of functional and process Consultants for all different functional disciplines within CRM (which was a challenge at that time)
- Creating the project guidebook as the repository for all processes, roles, rules and procedures to be followed within the project
- Defining a structured and weighted evaluation report
- Organizing and contributing to the Kick-Off Meeting & Evaluation Workshops
- Monitoring issues risks and evaluation results
- Creation of the final Evaluation Report

SAP ERP (PM/FM) Template (9 months in parallel to APO) - Key Responsibilities
- Creation of the detailed project plan and organization for the template creation
- Creating the project guidebook as the repository for all processes, roles, rules and procedures to be followed within the project
- Evaluation and sub-contracting of a Pan European hybrid consultants team
- Organizing and leading the Kick-Off Meeting & Scoping Workshops
- Explaining the Template Strategy for Global Programmes/Projects (Multiple roll outs based on global template) and SAP's Methodology on Business Process Management and it's classification (Global, Standardized, Harmonized and Local) to the local project team
- Monitoring of project management related processes
- Planning and monitoring Integration-, Acceptance and Performance-Testing
- Detailed planning of cut-over and Go-Live support
- Chairing Project Status Meetings and reporting the progress on a monthly basis to the Steering Committee

DETAILS ON THE MOST SHAPING EXPERIENCES

PLEASE USE THE LINKS BELOW TO NAVIGATE IN THE CV

SAP APO (DP, SNP and PP) Template (9 months in parallel to PM/FM) **- Key Responsibilities**
- Creation of the detailed project plan and organization for the template
- Creating the project guidebook as the repository for all processes, roles, rules and procedures to be followed within the project
- Evaluation and sub-contracting a team Pan European hybrid consultants
- Organizing and leading the Kick-Off Meeting & Blueprint Workshops
- Participating especially in all workgroups in relation to the SAP APO / ERP Integration
  The fact that APO integrates that deep into the ERP system and drives for certain detailed requirements. To cope with this, APO requirements should be considered already when defining the ERP master-data. The conclusion here was, that is will be easier and cheaper, to 're-implement' the ERP System again together with the APO one rather than to do all related changes to the data in the running productive environment
- Organizing and leading the Blueprint and Template acceptance workshops
- Monitoring of project management related processes
- Chairing Project Status Meetings and reporting the progress on a monthly basis to the Steering Committee