

### Consultant Profile

#### Werner Knoeller, PMP

Project Manager, SAP Application- and Process Consultant  
SAP Solution Consultant (PS), Interim-Manager

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### Consultant Profile

Werner Knöller has more than 20 years' experience as a process consultant, application consultant and IT project manager with a focus on SAP. He has been self-employed for 14 years.

He handles topics in both logistics and finance. The project assignments are often in an international environment with multinational project teams. He was also the only SAP-expert in the IT department.

The current focus is on project management, rollouts cross-module SAP consulting, the SAP project system, activity recording with SAP CATS and the support and further development of existing system landscapes. For more than two years he was responsible for the SAP system at a medium-sized manufacturing company in the area of measuring and sensor technology.

At the end of 2017 / beginning of 2018, he headed application projects for data transfer as part of an acquisition and supported project management in the implementation of a new DMS.

Until the end of March 2019, he led an upgrade project for a payment application and was also part of the project management team for technical account consolidation in several SAP systems. He worked then in several projects as senior consultant SAP and in project management.

Now he supports a pharmaceutical company in data management in a project to consolidate 2 SAP systems.

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### Practical Experience - Summary

- Several years of project management experience with focus on SAP projects (especially applications)
- Comprehensive application and integration knowledge of the SAP-solution by working in many modules (FI, CO, AA, MM, SD, WM, CATS, DMS, security, basis), processes and systems (R/3, ECC, BW)
- Many years of practice as an SAP Solution Consultant PS (Logistics and Finance)
- CATS-Implementation
- Proficiency in logistics and financial processes
- Extensive experience in project controlling, reporting and management support

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### Training, Study – Summary

- Project Management Certification by PMI (PMP)
- SAP Solution Consultant (PS)
- Master degree (Economics)
- Vocational training as an industrial clerk and training in business administration
- English (Fluent), Deutsch (Native)
- Six Sigma, Scrum, Test Management, ITIL, Prince2

## Personal Data

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 Germany  
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 E-Mail: Werner.Knoeller@wgk-consult.de  
 Date of Birth: 3 June 1965

Location: Europe  
 Rhein-Main-Neckar area preferred  
 Rates: negotiable; depends on project type,  
 duration and location

## Career

### Professional Experience:

2007 – Today: Freelance consultant, project manager  
 and interim manager  
 2005 -2007: Project manager, SAP senior consultant  
 2004: Team lead for project governance  
 1999 - 2004: SAP consultant and project manager  
 1983 - 1986: Management assistant,  
 Material management

### Training/University:

- Economist, University Freiburg i.Br. (1983)
- Business administration, VWA Baden (1986)
- Industrial business management assistant(1983)

## Certificates

- Project management professional (PMP) (2005)  
 Re-Certification (2008/2012/2015/2018/2021)
- SAP solution consultant (PS) – (PLM - Project  
 management with SAP ERP 2005) (SAP, 2008)
- Prince2 (Foundation) (APMG, 2016)
- Scrum master (SCM, Scrum Alliance, 2010)
- ISTQB certified tester (foundation),ISQI, 2010
- Six-Sigma green belt (ASQ, 2008)
- SAP application manager (MM) (SAP, 2000)
- ITIL (foundation) (TÜV/EXIN, 2007)

## Additional Training

- Several Open SAP-Courses (2013,16,19,20) and  
 open HPI courses (19/20) also in S/4 Hana
- SAP learning hub (S/4 Hana)

## Skills

- Project Management (in several roles)
- Roll-out Projects
- Project Controlling
- PMBoK, Prince2, SDP(GM-Methodology)
- Test Management
- SAP, non-SAP

### Processes (excerpt):

- Procure to Pay (P2P)
- Order to Cash (O2C)
- Record to Report (R2R)
- SCM
- Automatic invoice (receivables) processing
- IT-Support processes

### SAP Consulting and Support:

- SAP Project systems / PS, CATS
- Logistics (MM, PP, SD), DMS
- Deep SAP CO knowledge
- Experience in FI, AA, QM, WM
- Rollout, Migration, Upgrade, cutover
- Roles, Authorization, Basis jobs
- Key-/ End-User Training
- Several Releases (R 4.0-ECC 6.8). S/4

### Tools:

- ABAP-Workbench, Debugging
- MS Office, Office 365, MS Project, Visio
- Lotus Notes, Outlook
- BEx-Analyser, BEx Query Designer

### Methods / Standards:

- ITIL, Six Sigma, PMBoK
- Business modelling

### Languages:

- German: mother tongue
- English: fluent
- French, Spanish: intermediate

### Industries:

- Banking
- Engineering, Energy
- Automotive and Vehicles
- Pharmaceutical Industry
- Chemicals
- Measurement engineering

## Projects / Professional experience

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**05/21 12/21**

**Data management in a project to consolidate two SAP-systems  
SAP senior consultant, project management**

Industry: Pharma

Environment: SAP ECC 6.0 (EhP0), SAP ECC 6-0 (EhP8), especially master data migration, some transactional data

Scope: Support of an SAP consolidation project in the area of migration of master and transaction data; coordination with the technical migration service provider; planning, tracking, identification of GAPs, end-to-end consideration of the migration, in particular improvement of the transfer points; analysis of the effects of data migration on interfaces; ensuring the provision of data in the project

**06/20 – 11/20**

**Transfer of business units into an existing SAP system with extended functionality  
SAP Senior Consultant Project Systems**

Industry: Chemical, Pharma

Environment: SAP ECC 6.0 (EhP7), Project Systems and time recording (CATS)  
Integration of asset accounting  
SAP S/4 Hana

Scope: Identify GAPs compared to existing processes, consulting and customizing, implement networks for material requirements, testing, documentation, key user training, technical support for data migration

**06/19-03/20**

**Responsible for SAP Support and further development  
SAP Project manager, Senior Consultant**

Industry: Instruments, Condition Monitoring

Environment: SAP ECC 6.0 (EhP7), Logistics (MM, PP, SD, QM) und Finance (FI, CO, AM), GTS

Scope: Responsible for support and improvement of a SAP system at a manufacturer of measurement technology

Project management, governance, coordination with the SAP service providers, change management, escalation management, incident management and solution, consulting, customizing, role maintenance, budget control,

Project examples: Update of the system components in the existing release, optimization of role design and assignment of authorizations; Adjustment of export control texts in existing forms including extension of functionality; Cleaning up of open transport orders; Improvement of logistic invoice verification; Purchasing workflows; Deletion of obsolete master data; Improvement in error correction as part of the update process of revenue recognition data in LIS, implement check of VAT-Ids

**04/18 – 03/19**

**Project management for finance projects  
Project lead, Senior-Consultant**

Industry: Chemical  
 Environment: SAP ERP 6.0 EhP7, BW, FSCM, Hanse Orga/Serrala  
 Scope: - IT project manager for an upgrade of an SAP add-on to handle payments  
 - Project management and IT coaching in a SLO conversion project of the chart of accounts in SAP systems  
 - Business Analyst in the named SLO project: collection and communication for the conversion of affected interfaces; Archive conversion, system copies, requirements and design; functional support

**01/18 – 04/18**

**Project management (eDMS-system)  
Project Manager**

Industry: Pharmaceuticals  
 Environment: eDMS, Life Science, D2, Documentum  
 Scope: Project lead for a data migration project between two groups of companies under a change of ownership in a validated environment,  
 Second project was on project management support to implement and to migrate to a new document management system.

**10/17 – 12/17**

**Project management for two application projects as part of an IT integration of an acquisition  
Project Manager**

Industry: Pharmaceuticals  
 Environment: Galaxy (Time Management), Inova-Software (Alliance Management)  
 Scope: Taking over project management for two ongoing application projects for IT integration; one project was successfully put into production including data migration and assigning responsibilities; second project was put on hold

**07/17 – 10/17**

**Project management for setting up a MES support service**

Industry: Pharmaceuticals  
 Environment: SAP ERP 6.0 EhP8, MES PAS-X  
 Scope: Project management support in setting up a new IT service for global support of the MES system PAS-X. Identify and track work packages. Support in regards to content for the creation of the SLA and the support processes.

**05/17 – 07/18**

**Support and enhancing existing SAP implementation  
SAP Senior-Consultant (PS)**

Industry: Engineering  
 Environment: SAP ERP 6.0 EhP7, PS  
 Scope: Maintaining an existing PS solution with WBS elements and networks for capacity planning, effort management and internal activity allocation  
 Troubleshoot, support, identify and implement improvements, upgrade existing and create new training materials

<b>05/17 – 05/17</b>	<p><b>Time recording with SAP CATS and Project Systems</b>  <b>SAP Senior-Consultant (Project system und CATS)</b></p> <p>Industry: Retail (IT-Department)</p> <p>Environment: SAP ERP 6.0 EhP4, PS, CATS</p> <p>Scope: Process consulting and test implementation of the modules PS and CATS for time recording for IT projects</p>
<b>04/17 – 03/18</b>	<p><b>Time recording with SAP CATS</b>  <b>SAP Senior-Consultant (CATS)</b></p> <p>Industry: Consulting</p> <p>Environment: SAP ERP 6.0 EhP8, PS, SD, CATS, HCM</p> <p>Scope: Implementation of time recording / CATS at a service provider including customizing of HR mini master records, support in linking a custom FIORI app</p> <p>Process Consulting, Customer Exits Specification, Customizing, Unit Test, Integration Test, Key User Training, Data Migration, Permissions, Go-Live Support and Hyper care. Create user documentation.</p>
<b>09/08 - 10/20</b>	<p><b>SAP-Project System (PS), SAP-Senior-Consultant</b>  <b>Project Manager for small projects</b></p> <p>Part time (on average one day a week)</p> <p>Industry: Vehicle manufacturing</p> <p>Environment: Existing SAP-Implementation ERP 6.0 EhP7, SAP-PS with CA-TS, CO</p> <p>Scope: Improvement and small enhancements for an existing SAP-PS-System (including time registration / CATS) which is currently used in several processes for project management, project controlling and intercompany cost allocation (design, customizing, unit testing, integration testing)</p> <p>Support of individual topics and small projects in the CO module e.g. in the area of costing, customizing data archiving, in-house development for copying and updating of costing BOMs</p> <p>Several release upgrade/ service pack implementation projects in SAP-PS (latest to EhP7), Evaluation of new functions in SAP-PS,</p> <p>3<sup>rd</sup> level support for module PS (globally)</p> <p>Requirements analysis, Process design and implementation of a completely new process for internal cost allocation with SAP-PS/CA-TS</p>
<b>10/16 – 04/17</b>	<p><b>Rollout of customer project management with SAP-PS, SD und CATS</b>  <b>SAP Senior Consultant</b></p> <p>Industry: Plant engineering</p> <p>Environment: SAP ERP 6.0 EhP8, PS, SD, CATS</p> <p>Scope: Migration from 2 locations (DE, NL), customizing project systems including networks, HR personal records, time registration with CATS, unit test, integration test, key user and end user training, data migration, go-live support and hyper care, Creation of user documentation.</p> <p>Implementation of process improvements</p>

**11/15 – 02/16**

**Support SAP Transition to AMS after completion of carve out project  
SAP Senior Consultant**

Industry: Chemicals Industry  
 Environment: SAP ECC 6.0, Logistics (MM, PP-PI, SD, WM, Add-on for QM) and Finance (FI, CO AM)  
 Scope: AMS Transition Management: setting up a service manual (draft version); analyse and plan of transition activities for the successful transfer to AMS  
 Consulting IT-Management;  
 Authorization assignment, role management, application-side system monitoring, analysis authorizations actual state  
 Transfer of the IT functions of the previous company to the new company (in particular month end closing activities of the former IT department);  
 Ticket solving in finance and logistics

**08/13 – 11/15**

**Overall responsibility for SAP in a manufacturing company  
SAP Project manager, SAP Senior consultant**

Industry: Instruments, Condition Monitoring  
 Environment: SAP ECC 6.0, Logistics (MM, PP, SD, QM) und Finance (FI, CO, AM)  
 Scope: Responsible for the SAP system of a company with MTO production, project management, coordination with the SAP service provider, change management, budget management, escalation management, incident management and resolution, consulting, customizing, role maintenance  
 Project examples: Setup processes for new products with variant configuration, Revenue recognition with SAP, improve project execution with SAP-SD, SEPA, German foreign trade regulation, virtualization of the SAP system, implementing service packs, replacement customer solution for printing shop floor papers by SAP standard, introduction of collective orders in PP, further develop the authorization concept, improve the export control process and integration to GTS  
 Improve Sales Information System, add standard SAP function to report variant configuration.  
 Optimization of quantity and value flow (Analyse deviation, adjustments)

**03/13**

**Improvements time registration  
SAP-CA-TS-Senior-Consultant – short period (planned)**

Industry: Logistics  
 Environment: SAP ECC 5.0, CA-TS for Service Provider  
 Scope: Small extensions to existing SAP system (new activity types and activity levels, error records analysed when transferred to CO, authorization issues, user exits, analyses of system messages)

**09/12 - 02/13**

**Setup prototype for handling customer orders with SAP  
SAP-Project Systems (PS), SAP-Senior-Consultant**

Industry: Pharma/Chemicals / Life Science

Environment: SAP ECC 5.0, SAP-PS, SD, CA-TS

Scope: Process consulting and setup prototypes for a new end-to-end process for customer focused make-to-order production

Scenarios:     - Engineer-to-Order  
                  - Assembly-to-order  
                  - Resource related and fixed price billing with SAP PS/SD

Customizing fully functioning prototypes with project simulation/project initiation, project sales order creation to delivery / settlement to CO-PA and subsequent project closing activities supported by many of the logistical functions and controlling functions in the SAP project system.

**01/12 - 08/12**

**Support business department in PS with system change to new SAP template  
SAP-Project Systems (PS), SAP-Senior-Consultant**

Industry: Equipment manufacturer for energy sector

Environment: Existing SAP-Implementation SAP 4.7; Roll-in-Template ERP 6.4, SAP-PLM-PS

Scope: Support of the Business Team in Module SAP PS in Roll-In of a new SAP System; Identify migration scope and migration preparation, Define areas for data cleansing in the legacy system, improve migration rules,

Test of migration data and integration testing of business processes,

Go-live and post go-live support,

Trouble shooting and identify areas for improvements after go-live

**01/11 - 12/11**

**PS Module management  
SAP-Project Systems (PS) Senior-Consultant**

Industry: Equipment manufacturer for energy sector

Environment: Existing SAP-Implementation SAP 4.7; Roll-in-Template ERP 6.4, SAP-PLM-PS with CA-TS

Scope: PS module management in legacy SAP system

IT-support with special focus on PLM/PS in a roll-in project of a new SAP template;

Facilitate a local system run for new template;

Migration of variant configuration for networks;

Data migration testing and integration testing in PLM/PS; Analyses of PP/PS requirements data in legacy and migrated system

Improve reporting

Consulting in CA-TS rollout, global CA-TS support



**12/08 - 01/11**

**Interim-Management  
Project Manager SAP BW-Implementation**

Industry: Pharmaceutical  
 Environment: SAP ECC 5.0, SAP-CO; SAP-BW 7.0, BEx, Query Designer, Excel-Tools  
 Scope: Project Manager; Requirement Analyst and Business Support for the SAP-BW Implementation in worldwide R&D Controlling; support of monthly data consolidation

Rollout SAP-Process template used for R&D to several entities

Business Project Manager for an implementation project of Hyperion Planning/Essbase

Requirements Analyst and support prototyping of SAP BW report of asset acquisition

**10/06 - 08/08:**

**Supervision of logistics projects in the financial system  
Project Manager, SAP-Senior-Consultant**

Company: General Motors Europe  
 Industry: Automotive  
 Environment: Existing SAP-Implementation R 4.7, ECC 5.0, SAP-BW 3.5; Module MM, PS, PP, SD (customer developments, interfaces)  
 Advanced project management methodology based on PMI

Scope: Customer Project manager for change requests and medium complexity projects in logistics. This was partly a governance and management role because service providers mainly performed system changes.

Implementation third party business, new functionalities for purchasing, deployment payment on receipt /ERS, design, test and deploy interfaces,

Manage Gap-Analyses, built, test, and deploy incl. cutover activities for the rollout of a portal solution for AP/ customer invoices

Technical Lead for optimization and rollout of an e-Invoicing solution for AP/vendor invoices

Replacement of a Lotus Notes based invoice approval workflow with an existing SAP solution incl. planning, testing, deployment and cutover as well as pre- and post-implementation support

Manage the requirements analyses, testing and deployment of change requests of a SAP-Business Warehouse system

Knowledge transfer, 1:1 training sessions



**04/06 - 10/06: Implementation of product data storage in SAP (with MM, PP, DMS)  
Sub-Project-Manager, SAP-Senior-Consultant**

Company: General Motors, Strasbourg, France  
 Industry: Automotive  
 Environment: SAP-ECC 5.0, Module PP, DVS and Engineering Change Management  
 Scope: Implementation of a product data information system in SAP ECC 5.0 as part of an implementation project  
 Modules involved in: PP, MM, DMS and ECH  
 Complete business and functional design; coordinate offshore development and implement interfaces, key-user training, data migration, Pre and post-Go-Live-Support

**01/06 - 05/06: Implement business process for handling "taking back leased vehicles" in SAP  
Project Manager, SAP-Senior-Consultant**

Company: General Motors Europe  
 Industry: Automotive (OEM)  
 Environment: SAP R 4.7, Module MM, and PP, SD  
 Scope: Design, customize, test and deploy of a logistic process in an existing SAP-Environment, coordination of development activities; user training

**11/05 - 12/05: Prepare offer for transfer of internal order handling to SAP  
SAP-Senior-Consultant**

Company: General Motors Europe  
 Industry: Automotive  
 Environment: Legacy System, SAP-Implementation Project put on hold  
 Scope: Estimate of Cost and Time for the implementation of PP/PS in a tool shop based on a cancelled SAP project

**06/04 - 12/04: Establishment and management of a project controlling team  
Team leader Project Governance**

Company: Deutsche Bank AG, Eschborn  
 Industry: IT-department  
 Environment: Setup of a new team for project controlling on a program level and project cost allocation.  
 Scope: Preparing month end closing in project planning and cost allocation tool,  
 Establish a reporting system  
 Monitor the approval of projects and the budgets  
 Global Management of bottom up planning process  
 Tool Support (Project Management, BEN, OLAP-Tool)  
 Systems: SAP CO, MS-Access, Business Engine Networks (BEN), several planning and Olap-Tools

- 06/02 - 05/04: Business support of the CIO Office in the area of Private & Business Clients  
Business Analyst**
- Company: Deutsche Bank AG, Eschborn  
 Industry: IT-department  
 Environment: Business Management in the application development department for retail banking and business clients  
 Scope: Redesign of a reporting system, providing hands-on senior management reporting incl. data analyses, secure project status reporting, execute project portfolio management incl. ROI analysis, Budget planning, implement administrative processes, financial controlling, knowledge transfer  
 Systems: SAP CO, PS; MS-Access, Business Engine Networks (BEN), several planning and Olap-Tools
- 04/02 - 05/02: Evaluation of EBP 3.0 (Test System)**
- Scope: Implementation of an EBP/CRM-System
- 11/00 - 06/02: Support of SAP Competence Centre  
Module Manager, Module PS  
Project Manager for international Rollout Projects**
- Industry Sol.: Engineering & Construction  
 Industry: Engineering  
 Environment: SAP 4.5b, Module PS, Customer development in project controlling and accounting  
 Scope: Support, key user and end user training, creating training documents, customizing, design, consulting, Rollout of module PS, Evaluate use of Cash-Management and Claim notification  
 Project Management for SAP-Rollout Projects in several countries (Modules FI/CO/MM/PS): manage GAP-Analyses incl. local requirements, construct, test and deploy activities
- 08/99 - 10/00: Junior Consultant in a SAP-Roll-Out-Project  
Modules MM, CO und PS,**
- Industry Sol.: Engineering & Construction  
 Industry: Engineering  
 Environment: SAP R 4.5b, several Modules  
 Scope: Supporting client Rollout Manager  
 MM: preparation, analyses and transfer of legacy data, user documentation and training, analyses for improvements,  
 PS: design for rollout of network for progress monitoring; cost controlling;  
 QM: evaluation and to-be concept for use of notifications for existing logistic process  
 CO: user training, report painter reports

## SAP Trainee program

**03/99 - 07/99:**            **SAP Trainee**  
Industry:                    Consulting  
Environment:                SAP R 4.0  
Scope:                      Formal training in SAP technology and system

## Other Professional Experience

**08/83 – 09/86:**            **Manager, Purchasing and Materials Management**  
Company:                    Daimler Benz AG  
Industry:                    Automotive Industry  
Scope:                      Purchasing and Materials Management for productive material  
                                  Managing availability of Materials after product changes  
Environment:                Terminal, Legacy systems, first PCs in this department