

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 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 15 years.

He is strong in logistics and finance. The project assignments are often in an international environment with multinational project teams. But he managed also to be the only SAP-expert in the IT department.

The current focus is on SAP project systems, integration to other modules, time recording and the further development of existing system landscapes. In addition, he was the responsible project manager for several projects. For more than two years he oversaw the SAP system at a medium-sized manufacturing company specialized in measuring and sensor technology.

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. Last year he supported data management in a pharmaceutical company in a project to consolidate 2 SAP systems.

This year he was working in two projects (one ECC and one S/4 Hana on Prem) as senior Project Systems consultant.

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

Training, Study – Summary

- Project Management Certification by PMI (PMP)
- SAP Solution Consultant (PS)
- Master's 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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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 leader in project governance
1999 - 2004: SAP consultant and project manager
1983 - 1986: Management assistant, Material man-
agement, Automotive industry

Training/University:

- Economist, University Freiburg i.Br. (1983)
- Business administration, VWA Baden (1986)
- Junior Manager ("Industriekaufmann") (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 (since) and open
HPI courses (19/20) also in S/4 Hana, S/4 Hana
cloud, SAP cloud platform, CAL (2022)
- SAP learning hub (S/4 Hana)

Skills

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

Processes (excerpt):

- Project Management
- Engineer to order
- Procure to Pay (P2P)
- Order to Cash (O2C)
- Record to Report (R2R)
- SCM
- Automatic processing of incoming invoices
- 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 Hana

Tools:

- ABAP-Workbench, Debugging
- MS Office, Office 365, MS Project, Visio
- 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

03/22 –

SAP – PS-Senior Consultant

Industry: Automotive
Environment: SAP S/4 Hana (2020/2021), PS, IM, Integration FI, CO
Scope: Extending the S/4 template for customer projects and investment projects, results analysis, investment management, resource-related billing
Requirements analysis, design, customizing, function tests, integration tests, UAT

01/2022 – 03/2022

SAP – PS-Senior Consultant

Industry: Automotive
Environment: SAP ECC 6.0 (EhP7), PS, Integration FI + CO
Scope: Support in the implementation of SAP-PS for customer projects (finance)
Further development of the design; customizing, function test, integration test, UAT, go-live support

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 migration of master data and transactional 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 regard 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**05/17 – 05/17****Time recording with SAP CATS and Project Systems
SAP Senior-Consultant (Project system und CATS)**

Industry: Retail (IT-Department)

Environment: SAP ERP 6.0 EhP4, PS, CATS

Scope: Process consulting and test implementation of the modules PS and CATS for time recording for IT projects

04/17 – 03/18**Time recording with SAP CATS
SAP Senior-Consultant (CATS)**

Industry: Consulting

Environment: SAP ERP 6.0 EhP8, PS, SD, CATS, HCM

Scope: Implementation of time recording / CATS at a service provider including customizing of HR mini master records, support in linking a custom FIORI app
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.

09/08 - 10/20**SAP-Project System (PS), SAP-Senior-Consultant
Project Manager for small projects**

Part time (on average one day a week)

Industry: Vehicle manufacturing

Environment: Existing SAP-Implementation ERP 6.0 EhP7, SAP-PS with CA-TS, CO

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)

Support of individual topics and small projects in the CO module e.g., in costing, customizing data archiving, in-house development for copying and updating of costing BOMs

Several release upgrade/ service pack implementation projects in SAP-PS (latest to EhP7), Evaluation of new functions in SAP-PS,

3rd level support for module PS (globally)

Requirements analysis, Process design and implementation of a completely new process for internal cost allocation with SAP-PS/CA-TS

10/16 – 04/17**Rollout of customer project management with SAP-PS, SD und CATS
SAP Senior Consultant**

Industry: Plant engineering

Environment: SAP ERP 6.0 EhP8, PS, SD, CATS

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.

Implementation of process improvements

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 session

**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, DMS 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 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 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 train-
ing, 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