

## Overview

### Areas of expertise:

- Project management
- Internal audit
- Internal controls
- Accounting
- Financial reporting
- Controlling (all sub-modules 100%)
- Management reporting
- Compliance
- Currency re-measurement and valuation (FASB52)
- Multi-currency reporting
- Global experience (Europe, North America, Central America, Australia, South America, China)
- Industry experience
  - High-Tech
  - Food
  - Manufacturing
  - Pharma
  - Retail
  - Aerospace and defense
- Risk management
- Mergers and divestitures
- Projects involving SLO
- ERP systems (SAP) implementation, configuration, analysis, architecture

### Current status:

Owner, President and CEO of SAPiT, Inc. (Florida/USA registered corporation)

### Residence(s):

Miami, Florida, USA  
Sainte Anne, Martinique, France

### Citizenships:

- USA
- Germany

### Languages:

- English
- German
- French (basic to advanced)

### Education:

Masters degree in computer science and business administration, Technical University of Munich, Germany

### Personal:

Married

## Resume

### 11/1994 – present SAPiT, Inc., President and CEO

*Project Manager R3 / project auditor /principal consultant / team lead*

#### **Clients:**

#### **Timken, Canton, OH (and partly Sao Paulo, Brazil)**

*Steel and Ball Bearings*

2/11 – 6/2012 (6/11 – 9/11 part time and remote)

Timken decided to implement material ledger (local and group currency and actual costing) for its Brazilian plants with the intention of using this template later on for all plants worldwide. I was contracted to analyze statutory requirements, to create functional specifications, build a prototype, implement the functionality, test the functionality in several cycles, build the documentation, train users, prepare for go-life, lead the execution of going life, and to support the first period end close and other post-go-life activities. I also lead a smaller project involving the design and configuration of the costing of repair orders (service orders linked to repair sales orders with settlement to CO-PA).

- Material ledger
- Actual costing, revaluation, revaluation of consumption
- Nota Fiscal
- Customer Service, service orders, repairs, settlement of repair orders, results analysis
- New GL, real-time integration of controlling with financial accounting, cost-of-sales accounting

#### **UCB, Seymour, IN and Atlanta, GA and Rochester, NY and Mexico City, Mexico**

*Pharmaceutical Products*

6/11 – 9/11

UCB decided to consolidate all of their (5) SAP systems into one corporate system. I was contracted to lead and support the FI/CO migration of their North American Operations with formerly distinct SAP systems for the US (2 SAP systems), Canada (1 system) and Mexico (1 system). This included master and transaction data migration, localization, tests and training. Special emphasis was on project systems costing (including planning and investment management), profitability analysis (CO-PA), overhead controlling, activity based costing (ABC) and product costing.

#### **Apple, Cupertino, CA**

*Software, High-Tech, Retail*

4/10 – 1/11

All information withheld because of NDA except:

Work in global SAP environment with both, general SAP system as well as separate IS-Retail system. Involved SAP functionality includes:

- IS-Retail
- Business Areas
- P2P
- CO-PCA
- FI-SPL
- FASB52
- Reporting
- Managing of high-profile global projects
- Data Migration
- Work with/for Chinese retail

#### **SMSC, Austin, TX and Hauppauge, NY**

*Fab-less semi-conductor manufacturer*

2/10 – 11/10 (4/10-11/10 part-time remote)

Requirements analysis, configuration, test, implementation and documentation of material ledger (CO-ML) and actual costing with dual currency for multiple international company codes and plants with integration of CO-PA. I worked as project lead and implemented direct client's requirements in time, and below projected cost.

- Material ledger and actual costing
- Activation with conversion of open production orders

### **Woodward, Santa Clarita, CA**

*Defense*  
5/09 – 2/10

Certain business units (three company codes) of Textron systems were recently sold to Woodward. I was contracted to lead the accounting part of a project to split the existing Textron SAP system into two. The copy of the SAP system was cleaned (with SLO functionality and support) off Textron data. The new copy is now (since end of 9/2009) the production system for three newly acquired Woodward – formerly Textron - companies. Also involved were changes and optimizations of the period-end closing process, the year-end closing process, a shortened fiscal year with changes to the fiscal calendar definition, reporting changes, interface changes, and support after successful go-live.

- Split of SAP systems
- SLO (Special Landscape Optimization)
- Extensive use of solution manager for test cycles
- Shortened fiscal year

### **Freeport McMoran, Phoenix, AZ**

*Mining (Molybdenum, Copper Gold)*  
4/08 – 5/09

The mining industry requires some special handling of additional quantities (net metal content) and batch valuation. In this context I implemented new functionality (CO-PA, product costing, variance analysis, third party processing) and reporting and improved existing functionality. Furthermore I provided support for period-end closing and general support and worked on prototyping functionality (product costing, FASB52, EC-CS for the copper and gold division).

- IS-Mining, tracing metal content from ore to CO-PA
- CO-PA

### **Barr, Woodcliff Lake, NJ**

*Pharmaceutical Products (Generics)*  
11/07 – 4/08

I have been contracted as functional lead for a major consolidation and management reporting project and to manage validation (FDA controlled) compliance. Also, I lead an analysis of consolidation options (EC-CS versus Hyperion) for corporate and internal (profit center) consolidation. Cooperated with internal and external auditors.

- FDA controlled, validated environment, compliance
- EC-CS consolidation

### **Red Door Spas Holdings ("RDSH"), Phoenix, AZ**

*Retail*  
08/07 – 11/07 and on-call remote from 1/8 - today

I arrived at RDSH two weeks before go-live. I provided – as only consultant at the location - post-go-life and initial production support for all accounting areas (FI and CO), preparation and execution of first period ending closings, reporting (including creation of new reports and training on report writer/painter), foreign currency valuation (according to FASB52), trouble shooting and "fire-fighting". Also, I worked on "New General Ledger" issues that came up in the context of profit center accounting. Due to budget restrictions – and due to the fact there were no more outstanding issues – my contract ended successfully after having closed the second period after go-life.

- FASB52
- New GL
- Project and accounting lead for a rapid implementation of an IS-Retail implementation

### **Florida Power & Light ("FP&L"), Juno Beach, FL**

*Energy*

04/07 – 08/07

FP&L recently started operations in Canada. This caused the need to expand the SAP system to include a new Canadian company code and to allow for multi-currency processing including FASB52 re-measurement and translation. I have successfully supported FP&L on their requirement gathering and I designed and performed all related configuration in the modules FI, CO, PCA, SL, and ECCS.

- Canadian sales tax and VAT
- FASB52

### **Philips Medical Systems, Bothell, WA**

*Medical Systems*

09/06 – 4/07

As part of Philips long-term strategy, the SAP system used for the North America operations is to be merged with an existing central (Eindhoven, Netherlands) system. For this project (OneSAP) I was contracted to lead technical team for finance [financial accounting, product (service) costing, results analysis, transfer pricing, profitability analysis, results analysis (for service and sales orders, and projects (installation and maintenance of medical equipment) reporting (with interface to BW) and more] and to coordinate all integration aspects. This includes all phases from requirements gathering to conversion, post-go-live support and implementation of additional functionality.

- SAP systems merge
- Costing in customer service and production, results analysis, make-to-stock, make-to-order, make-to-engineering
- Transfer pricing
- CO-PA

### **Corning, Hickory, NC (and partly Coburg, Germany)**

*Fiber cables*

05/06 – 08/06 full-time, 09/06-01/07 part-time remote

I was contracted as specialist for Material ledger, transfer pricing, CO-PA, PCA and reporting during the build-and-test phase. Especially, I designed, developed, implemented, tested, and documented an alternative approach to transfer pricing since SAP's standard functionality could not be used due to currency issues.

- Material ledger and actual costing
- Transfer pricing

### **EFI, Foster City, CA**

*Printing Technology, Industrial printers, Ink*

01/06 – 04/06

EFI recently purchased a new company. This new entity had to be integrated in EFI's SAP system. Furthermore, the new company – unlike the rest of EFI – was partly a manufacturing company (printers and ink). Therefore, the PP and product costing modules needed to be implemented. I was contracted to manage the FI and CO related aspects of the project. This included as-is analysis, requirements gathering, design, implementation, conversion, integration, test, and training aspects. The functionality covered was the following: product costing (make-to-stock), results analysis, conversion, reporting, inventory controlling, results analysis, profit center accounting, and consolidation (EC-CS).

### **Northrop Grumman, Century City, CA**

*Defense*

08/05 – 01/06

Detailed information withheld (non-disclosure agreement)

- Project costing, WBS, results analysis

### **Reichhold, Durham, NC and Rotterdam, Netherlands**

*Chemicals*

06/05 – 08/05

I contracted to Reichhold before (3/2003 – 6/2003 through Cap Gemini) and was "called" back to analyze and validate current material ledger, results analysis and product costing (make-to-order and make-to-stock) configuration, EC-CS, procedures and reports.

- Material ledger and actual costing
- EC-CS

### **AMO, Santa Ana, CA and Uppsala, Sweden through Deloitte & Touché**

*Medical/Optical appliances, devices, and pharmaceuticals in FDA regulated environment*

3/05 – 6/05

After recent purchases of subsidiaries, AMO wants these new companies to be integrated in the corporate SAP system. I was contracted as lead for FI/CO part for the Swedish subsidiary and implemented (configuration, data transfer, integration, test, user-training, documentation) product costing, overhead accounting, profitability analysis and more.

- SAP roll-out to recently acquired subsidiary
- Product costing
- CO-PA

### **PacifiCorp, Portland, OR through SAP America**

*Utility Company*

2/05 – 3/05

I worked through SAP America as a Platinum Consultant at PacifiCorp after the client realized that they faced major issues when they added a non-USD foreign subsidiary to the SAP system and modified the group currency for existing (USD-based) companies. The changes caused some data base problems and issues in executing the reconciliation ledger, product costing, ECCS, the depreciation run for fixed assets, and clearing. I analyzed and documented the issues and existing configuration, proposed and implemented changes to the configuration, provided recommendations (work-around, procedural, systematical, and technical), and successfully helped the client resume their normal business routines with the SAP system. As a secondary task, I also provided support for the client's plan to utilize IM functionality and to improve the planning and budgeting process.

- Group currency, currency conversion
- Reconciliation ledger

### **Georgia Pacific, Atlanta, GA**

*Paper and Consumer Products*

10/04 – 12/04

Georgia Pacific implemented SAP many years ago. Recent purchases and subsequent integration of new businesses and an upgrade from release 3.1 to 4.6c increased the workload of the support groups. I was contracted to manage, coordinate, and/or implement a set of small but rather high-impact projects in the areas of product costing, EC-CS, general ledger, currency and inventory valuation, IM, A/P, A/R, inter-company accounting, reporting, and period-end processes.

### **Swarovski, Cranston, RI**

*Specialty Crystals and Optics*

8/04 – 9/04 (continued part time from 1/05 through 3/05)

During this short term assignment I trained (informally) the new Controller and other employees on SAP CO functionality and provided advice and recommendations regarding production cost planning, product costing, investment management, profitability analysis, material ledger, reporting, and period-end-closing functionality.

### **Tennant, Golden Valley, MN**

*Manufacturing and Services*  
5/04 – 8/04

Tennant has been using SAP for several years and decided to make changes in the organizational structure (assignment of companies to controlling areas) and major changes to their operating concern (deletion of CO-PA characteristics and value fields, creation of new characteristics and value fields, optimization of CO-PA through additional indexes and summary levels, streamlining of reporting, interfaces to BW and FI-SL). My role at Tennant was to support, implement, document and test all relevant changes as consulting-lead of their project group, and to adjust the interfaces between CO-PA and other modules (as product costing, PCA, IM, MM, SD)

**SAP Canada/Bombardier, Montreal, Quebec, Canada**

*Aerospace*  
2/04 – 5/04

Bombardier wanted to change their SAP system's group currency from Canadian to US dollar (CAD to USD). SAP Canada provided support to Bombardier and coordinates technical conversion support with SAP Germany's SLO team in Walldorf.

The currency conversion comprises currency changes in financial accounting (FI), controlling (CO), product costing, project systems, profitability analysis (CO-PA), profit center accounting (PCA), results analysis (on construction projects) special ledger (SL), investment management (IM) cost element ledger, and material ledger (ML).

I have been contracted (by SAP Canada) to provide support for conversion and especially for conversion test activities as well as to analyze the current system and provide recommendations for optimizations and best business practices for utilizing material ledger with dual currencies after completion of the conversion.

While supporting all relevant modules and sub-modules, my main focus has been the material ledger (ML) and product costing. Amongst others, I was responsible for reconciling FI with ML data in local and group currencies.

**Wolverine, Rockford, MI**

*Apparel and Footwear*  
8/03 – 12/03  
SAP releases: 4.6c

Wolverine already was using SAP (FI and EC-PCA only) in a productive environment when I was asked to provide a review existing and design of new (product) costing concepts. These concepts applied for a projected go-live in early 2004 for SAP modules CO, SD, PP, MM. Costing in an AFS environment is very specific and comprises sales and production order costing with costing data potentially broken down to "grid"-level.

**Phillips Medical Systems (formerly ATL), Bothell, WA**

*Medical devices*  
7/03

The client contracted me to do a high level analysis of their controlling practices including results analysis, accounting based CO-PA, profit center accounting allocations, period end closing, reporting, and more. Amongst others, development of procedures, programs and documentation for the (non-trivial) reconciliation between PA and FI in the context of RA (results analysis – product costing) was required and has been performed.

**Cap Gemini, Raleigh/Durham, NC**

*Chemicals*  
3/03 – 6/03

I was sub-contracted by Cap Gemini to work for their client (Reichhold, Inc.) on period-end-closing, fiscal-year-end-closing, material ledger, actual costing, profitability analysis, profit center accounting, and reconciliation issues. The client recently upgraded their SAP system from release 3.1 to 4.6c. Also the client just finished their so-called "second wave" – the integration of their European and Asian plants into the system.

My objective was to manage and consult (mixed teams of consultants and business owners incl. Controller), develop, configure, test and document strategies to solve remaining problems related to currency issues in the material ledger, actual costing, investment management (IM), reconciliation between profit center accounting (PCA) and costing based profitability analysis, and make-to-stock, make-to-order, and assemble-to-order product costing, as well as "third-party-order-processing".

Reichhold required detailed specific documentation intended for "business-owners" and key-users. I provided this documentation in multiple formats for some areas and coordinated/managed documentation for other areas.

**Chiron, Emeryville, CA and Tokyo, Japan**

*Pharmaceutical Products*

1/03 – 3/03

Chiron was already life with release 4.6c (in an FDA regulated environment) when I arrived. I was contracted to provide ongoing support (FI/CO including CO-PA, PCA, product costing, IM, AM, ECCS [profit center consolidation]) and other areas) including support for multi-currency issues, period and fiscal year closing. Chiron employs all common SAP modules. My responsibilities included management and the (complete) configuration of FI/CO and AM and assignment of authorization profiles/objects for users of these modules.

**Defense Contractor, France and Germany**

11/02 - 1/03

*SAP Management Consulting [Information omitted because of non-disclosure agreement]*

**ABB Automation, New Berlin, WI, and Helsinki, Finland**

*Electronics*

10/01 – 10/02

*ABB Automation* implemented SAP on a system run by another ABB division in Finland. Except for the operating concern (CO-PA) – which is shared between the companies - the implementation is independent. The *ABB Automation* implementation was intended to serve as a template for additional ABB companies in the United States. The following modules are used: FI, CO (incl. IM, product costing), MM, PP, SD, SM, and PS (including results analysis on manufacturing projects). ABB engineers and manufactures electric and electronic products in mixed make-to-stock, make-to-order and make-to-engineering environment.

I have been assigned to work as co-project manager and team lead for the controlling module (including costing and results analysis for the project system).

The implementation started with my arrival and 'went live' in June 2002. I provided post-go-live support afterwards until October 2002. This included supervision and management for successful period end closings for the first periods in a multi currency, multi company corporate environment.

**Pillsbury and General Mills, Minneapolis, MN**

*Food*

2/01 –9/01

General Mills acquired Pillsbury. Pillsbury's Sap system (3.1c) was about to be merged into General Mills's system (being upgraded to 4.6c). I was contracted to support all controlling and general ledger related integration, migration and update activities. This especially involved profitability analysis, product costing and profit center accounting and consolidations (FI-LC and EC-CS).

**LAM Research, Fremont, CA**

*High-Tech*

7/00 - 2/01

Worked as LAM's consulting resource for product costing, profitability analysis, investment management, overhead controlling and integration. The client went life shortly before my contract started. I initiated, scoped, designed and managed several projects to optimize the functionality of the controlling functionality and processes in production planning. I also managed a release upgrade from 4.5b to 4.6c and a project to scope out usage of EC-CS.

**Boeing, Inc., Sylmar, CA (Spectrolab)**

*Manufacturing (solar panels for satellites)*

5/00 – 7/00 and continued remote support until 8/1/01 (5-10 hours / week)

I was contracted to manage Spectrolab's release upgrade project and a full implementation of EC-CS and product costing (make-to-engineering, make-to-order). Furthermore, Spectrolab was about to be purchased by Boeing. For this reason I had to develop and implement a strategy to roll Spectrolab's books into those of Boeing.

**Rochester Public Utility (RPU), Rochester, MN**

*Water and electricity*

5/00

(Please also see below). I was contracted to solve issues related to the upgrade from release 3.1h to 4.6b and to integrate an additional SAP module (plant maintenance, PM) into the cost reporting functionality.



**Colgate Palmolive, Morristown, NJ and Guatemala City, Guatemala**

*Consumer Goods*

5/99 – 9/99 2 or 3 days per week

Designed and implemented strategy, configuration and interfaces to integrate sales and revenue planning between external (non-SAP) system and SAP and between SAP modules CO-PA, product costing, CO-EC, CO-IM, SOP and CO-CCA for U.S. and Latin America based divisions. Implementation was done on releases 4.0 and 4.6.  
The project went successfully into production in September 1998. Since then the company is working on improvements in reporting, data entry validation and optimization of response times and a release upgrade to 4.6.

**Pilgrim's Pride, Pittsburg, TX, and Monterey, MX**

*Chicken, eggs, and prepared foods*

4/97 – 4/99

The implementation focuses on production, product costing, investment management, enterprise controlling (EC-PCA and EC-CS) and sales. Other modules to be customized are FI, MM, HR, QM and PM.  
My responsibilities include project management and customization of costing (ABC, CO-PA, CO-PCA, product costing, overhead accounting), financial accounting (including consolidation) and partly production planning.

**Rochester Public Utility (RPU), Rochester, MN**

*Water and electricity*

1/99 - 5/99 2 or 3 days per week

Rochester Public Utility (RPU) started its SAP project (release 4.0) in April 1998 with the following modules: CO (CO-ABC, overhead accounting), FI and MM.

I was contracted to take over management and configuration of unfinished functionality during the last months before go-life date.

**Halliburton, Houston, TX**

*Engineering and manufacturing*

5/97 - 6/97 every second week

Contracted to create a product costing and investment management (IM) prototype and to teach customizing skills to Halliburton's employees and their consultants (Anderson Consulting).

**Flowers, Norcross, GA (specialty food division)**

*Bakery, bakery snacks, frozen food*

3/96 - 4/97 mostly full time

Flowers contracted Anderson Consulting to implement an SAP system with the modules CO (CO-ABC, CO-PA, CO-EC, product costing, CO-PCA), FI, PP, MM, and SD. The project started in 1995.

I was sub-contracted to Anderson Consulting to manage, define, and implement cost center overhead, and product costing, and several interfaces to and from an old legacy system as well as to coordinate integration issues between the SAP modules CO, FI, IM, MM, PP, and SD.

**Cerdec, Washington, PA**

*Manufacturer of inorganic chemicals*

10/96 - 11/96 every second week

"Specialist"

Cerdec was to implement an SAP system with modules CO, FI, MM, PP, and SD in mixed make-to order and make-to-sales environment.

Cerdec contracted me (through RSA) to review designs and specifications for its SAP system, to audit the project and to consult and train the internal configuration team in specific areas.

**PowerComputing, Austin, TX**

*Manufacturer of Apple McIntosh clones.*

7/96 - 10/96 3 days / week

Contracted as project manager with budget responsibility for a fixed price SAP project, designed and configured costing strategies in make-to-sales-order environment with SAP variant configuration and pricing, product costing, and verified proposed concepts and built a prototype.



**W.R. Grace, Boca Raton, FL***Specialty chemicals*

1/96 - 2/96 full time

W.R. Grace was about to implement a system for financial consolidations in which the SAP modules FI-SL (special purpose ledger (formerly known as extended general ledger)) and FI-CONS (consolidation) would be implemented. I analyzed reporting requirements and was responsible for the creation of reporting concept (report writer, report painter, ABAP/Query, ABAP, active EXCEL). Developed reporting prototype. Defined data base structure of special purpose ledgers. Analyzed third-party reporting tools.

**Schwans, Marshall, MN***Manufacturing and distribution of frozen, fresh, and heated food*

1/95 - 1/96 full time

Managed a project to implement the SAP modules financial accounting (FI), controlling (CO), material management (MM), sales and distribution (SD), and production planning (PP) in a make-to-stock environment. The project started 1/95 and successfully finished 11/95. All modules are used in a production system since 11/95.

Besides coordinating the integration of the modules I was also responsible for the design, configuration and implementation of all CO sub-modules including product costing. I trained team members on all relevant CO functionality and did some key programming (like SAP user exits, special reports). Designed and configured user authorizations and authorization profiles. Supervised creation of end-user training materials and the training itself. Designed cutover strategy and defined usage of clients within the SAP system as well as rules for corrections and transports.

**Exxon, Houston, TX***Petrochemicals*

11/94 - 1/95 full time

1/95 - 1/96 20-40 hours / month

Provided SAP training (CO-CCA, CO-CPA, CO-PA, CO-PCA, CO/PP-PC) for Exxon employees. Analyzed database sizing requirements. Worked on SAP user authorizations. Defined product and project costing and the overhead accounting strategy. Defined and implemented reporting (report writer, report painter and ABAP/Query). Coordinated integration issues (CO, FI, AM, PP, PS, PM). Defined and implemented interfaces from and to mainframe systems (FI document interface, upload / download of cost center hierarchies).

**Ongoing**

Development of implementation strategy, hiring of SAP consultants, development of SAP training plans, staffed SAP project teams with consultants, pre-sales and sales activities.

**Other short-term assignments (concurrent with one of the above mentioned primary assignments)**

- Northrop Grumman, Baltimore, MD 2001
- Logistix, Fremont, CA 2001
- Encore, Irvine, CA 2000
- Toro, Minneapolis, MN 1999
- Allergan, Waco, TX 1998
- Heidelberg, Atlanta, GA 1997
- Guidant, Temecula, CA 1996

**2/94 - 10/94 SETAC, Boca Raton, FL***SAP consultant CO*

Clients:

HP, Apple, ATL, Varian, Merisel, SAP Australia (taught CO in Partner Academy Sydney, Australia)

I was sub-contracted to SAP of America, Western Region and worked as one of the first SAP R3 consultants in Foster City as expert for the CO module.

**11/91 - 1/94 Lufthansa German Airlines, Headquarters, Cologne, Germany**

*Manager for in-house R2 implementation (managed staff of about 10 ABAP/4 developers and functional specialists)*

Managed, defined, configured, and implemented technical aspects of Lufthansa's in-house R2 system. Specified, defined, documented, coded, coordinated, and implemented more than 20 interfaces to and from old legacy system, programmed more than 18 transactions (screen painter) and 25 reports.

**1/88 - 10/91 Lufthansa / Amadeus (Miami, FL and Antibes, France)**

*Developer (airline reservation system) / Systems analyst*

Participated in selection of financial and cost accounting software (resulting in purchase of SAP licenses). Coordinated special program (ABAP/4) development with SAP AG.

**1/87 - 12/87 Lufthansa, Frankfurt, Germany**

*Systems Analyst Cargo Reservation Systems*

Education:

**Masters degree** in Computer Science/Business Administration ("*Dipl. Inf.*"), Technical University of Munich / Germany

Military Service:

Drafted to serve 15 month in the army of West Germany (1980/1981)

Citizenship:

Dual citizenship: German and United States

Languages:

German, English and some French