



PROFILE

Eberhard Hoffmann
M.Sc. of Computer Science

Independent IT & Business Advisor

For 15 years Eberhard Hoffmann has worked as principal, project manager and program manager within Atos, mainly for international ERP implementation and application consolidation projects. As Director SAP Practice he has been responsible for Atos ERP Consulting services. From October 2012 until September 2014 he was a member of the management

board of the proALPHA group, and he has been assigned as Director Consulting of the proALPHA Consulting GmbH, Germany.

Since 2014 Eberhard Hoffmann is an Independent IT & Business Advisor for manufacturing, consumer goods and high technology companies.

Main Task Area:

The focus of his professional activities is determined by ERP Practice leadership. Eberhard has been responsible for about 300 staff, and revenue of almost 40 mEUR.

The background of this activities is built by more than 12 years of line management as IT Director, Interim Manager, Competence Center Manager and by leading big project teams. Achievements and objectives of the assignments are:

- Reduction of attrition rates
- Strengthened delivery units by tool harmonization
- Defined ERP service portfolio and alignment with company strategies
- Strengthened Lean management and mindset
- Increasing business profitability and utilization

Other Task Areas:

Furthermore Eberhard successfully has worked as IT strategy consultant, crisis manager and coach on individual projects, and as interim IT director. He is Project Management Professional certified by PMI.

Personnel Skills:

Eberhard Hoffmann is well-practiced with intercultural teams, very result- and solution-driven. He is member of the German association of information science (Gesellschaft for Informatik) and the Project Management Institute (PMI).

He has written publications about the implementation approach in both, SAP (ERP, BI, CRM, TM) and Data Warehouse projects, and he was a speaker at some conferences, mainly about the consolidation of IT systems.

Name:	Eberhard Hoffmann (Master of Computer Science)
Date of birth:	May 6, 1959
Residence:	Esens
Function:	Independent IT & Business Advisor, Interim Manager, Project Manager
Languages:	German (native), English (fluent)
Education:	Leadership Training Project Management Professional (PMP) Risk Management Project Controlling Conflict Management Coaching (solution-focused) diverse SAP Trainings and Certifications Studies: Information Science, Industrial Psychology Apprenticeship: Information Engineer
Task areas:	Interim IT Management Outsourcing Transition Management Contract Management Project- and Program Management Crisis Management Change Management Coaching System Integration, SAP Implementation IT Strategy Consulting
Industry:	Process Industry Consumer Goods Trade Logistics IT and Telecommunications High Tech Electronics Insurance Industry

ASSIGNMENT:	Interim Manager / Independent IT & Business Advisor
Period:	Since October 2014
Service Portfolio:	<ul style="list-style-type: none">➤ Interim Management, Expertise on demand on Executive Level➤ IT Transformation with focus in organization, costs, services, solutions➤ IT Strategy Consulting, business plan development, feasibility studies, blueprints➤ Program-, Change-, Project Management➤ Project Crisis Management / Turnaround Management➤ Coaching of CIO, Project Managers, IT Teams
Customer focus:	<ul style="list-style-type: none">➤ Consumer Goods, Process Industry, Logistics➤ Midsized companies (SME) and large organizations with a multi-divisional structure

ASSIGNMENT:	Project Management Coach
Period:	since September 2021
Industry:	Medical and Surgical Technology
Context:	Coaching of the Project Managers in an SAP implementation project. Advising the workstream leads in planning and monitoring. Supporting Scope-, Risk- and Test Management. Roadmap planning.

ASSIGNMENT:	Interim Program Manager
Period:	06.2017 - 07.2021
Industry:	Foods
Context:	Assessment and realignment of a crisis project. Taking over responsibility for implementation and rollout of the new application system landscape. Scope: demand- and production planning, manufacturing and logistics (warehouse management as well as distribution logistics).
Deliverables:	<ul style="list-style-type: none">▶ Turnaround by changing the organizational setup, program roadmap and approach.▶ Successful delivery of the rollout to 10 plants in February 2021, and 40 distributors and external warehouses.

ASSIGNMENT: Interim Head of IT Organisation
Period: 02.2017 - 06.2017
Industry: Logistics Service Provider
Context: Business IT Alignment, Coaching.

ASSIGNMENT: Interim Project Manager
Period: 03.2016 - 02.2017
Industry: Logistics Service Provider
Context: Worldwide implementation of a Transport Management System.
Setting up the Prototype, incl Business approval. Realignment of the project, Business IT alignment.
Deliverables: Business approval for the Prototype. Realignment of the project, Business IT alignment.

ASSIGNMENT: Management Consultant

Period: 01.2017 - 01.2017

Industry: Retail

Context: Consulting and Coaching for the Handover to the SAP Application Maintenance & Support.

Deliverables: Process descriptions and planning for Change and Release Management.

ASSIGNMENT: Management Consultant

Period: 02.2016 - 03.2016

Industry: Trade

Context: Project Outline "Process Harmonization". Strategy consulting and project outline for the harmonization of processes of an international group of trade enterprises.

ASSIGNMENT: Interim Project Manager

Period: 11.2014 - 04.2016

Industry: Financial Industry

Context: Group Project Manager for a Business Transformation and SAP implementation project at a global Financial Industry company group.

ASSIGNMENT:	Director Consulting
Period:	October 2012 until September 2014
Company:	proALPHA Consulting GmbH
Context:	Managing the Consulting Practice. Member of the Managing Board of the proALPHA Group. Responsible for project and consulting services (delivery) in Germany. About 60 staff and revenue of almost 9 mEUR.
Achievements:	<ul style="list-style-type: none">▶ Significant reduction of the attrition rate▶ Defined proALPHA service portfolio▶ Increasing focus on business profitability and utilization, with turnaround in profitability, and utilization increased by 10 percent.

ASSIGNMENT:	Global Service Delivery Manager
Period:	October 2011 until September 2012
Company:	Atos Global
Customer:	Siemens AG
Context:	Managing the Application Management and Application Enhancements for Siemens worldwide (except Germany and US). Responsible for about 600 staff.
Achievements:	<ul style="list-style-type: none">▶ Agreed business plans for all countries in scope of the contract▶ Significant reduction of service costs by tool harmonization and enabling Offshore services▶ Significant increase of service quality

ASSIGNMENT: Director SAP Practice

Period: October 2010 until October 2011

Company: Atos Information Technology GmbH

Context: Managing the SAP Practice within the Service Line Consulting & Systems Integration (CSI GCEMA). Responsible for project services and application maintenance (delivery). About 300 staff and revenue of almost 40 mEUR.

Achievements:

- ▶ Change of the SAP Practice to a Delivery Unit
- ▶ Enabled the implementation of the Harmonized ABAP Deployment Platform (ABAP Factory)
- ▶ Defined SAP service portfolio and started alignment with company strategy
- ▶ Setting up of the virtual CC SAP Retail according to customer demand and focus
- ▶ Strengthened Lean management and mindset
- ▶ Increasing focus on business profitability

ASSIGNMENT: Global SAP Leadership Team

Period: October 2010 until October 2011

Company: Atos Origin

Task area: Line Management

Context: Member of the Global SAP Service Line Leadership Team. Definition and implementation of Global SAP organization and processes. International Service and Business Development.

ASSIGNMENT: Global Solution Champion SAP Consolidation

Period: January 2010 until January 2011

Company: Atos Origin

Task: International coordination of the Atos Origin services regarding SAP

Content: SAP Consolidation is a portfolio element in Atos Origin's global SAP Service Line. The Solution Champions are responsible for the service development of each individual portfolio element.

ASSIGNMENT: Program Management

Period: July 2008 until January 2011

Customer: Symrise GmbH & Co. KG (Process Industry)

Task area: Program Management SAP Template Rollout

Context: Crisis management and relaunch of an SAP template rollout to 11 countries in APAC and Latin America. Based upon Best Practice for Chemicals.

Task: Program Management

Methods & technologies: Best Practice for Chemicals

Tools: SAP ECC 6.0

ASSIGNMENT: Trainer

Period: March 2009

Company: Atos Origin GmbH

Task area: Train the Trainers

Context: New company internal education program for the development of consulting competencies.
Conceptual and contentual preparation of a train the trainers workshop, and execution of the workshops. The workshop consists of presentation (methodology, workshop moderation, tools), role plays and exercises.

Task: Preparation and execute the train the trainers and some consultants trainings

ASSIGNMENT: Project Management

Period: January 2007 until December 2007

Customer: Swisscom (Telco)

Task area: Project Management SAP - GIS

Context: SAP implementation for asset management, SAP - GIS coupling, including Records Management, Knowledge Management and Enterprise Portals.

Task: Project Management

Methods & technologies: SAP Solution Manager, UML

Tools: SAP ERP 6.0, Smallworld Business Integrator

ASSIGNMENT: Strategy Consultancy

Period: January 2007 until July 2007

Customer: ChemChina (Process Industry)

Task area: Consultancy

Task: Strategy consultancy and Solution Design.
ERP Selection

ASSIGNMENT: Outsourcing Transition Manager

Period: January 2006 until January 2007

Customer: Symrise GmbH & Co. KG (Process Industry)

Task area: Project Management, Transition Management

Context: Several individual projects belong to the transition program, e.g.:

- ▶ Implementation of a Global User Helpdesk based in Kuala Lumpur
- ▶ Global Sourcing for application development and support
- ▶ Setting up of an international mySAP ERP rollout program.

Task: Transfer of employees, contracts and assets. Transformation from present mode of operation to future mode of operation, including but not restricted to:

- ▶ creation of Service Level Agreements,
- ▶ implementation of KPI measurement,
- ▶ KPI Reporting.

Methods & technologies: Organizational Transition Management (OTM, Atos Origin),
Change Management

ASSIGNMENT:	Review Team Member
Period:	December 2005 until September 2006
Customer:	PMI
Task area:	Reviewing the Project Manager Competency Development (PMCD) Framework Update
Context:	Assigned as Review Team Member. The PMCD Framework is the Project Management Institute (PMI) standard to improve the performance of project personnel and is aligned with the Project Management Body of Knowledge (PMBOK) Guide of the PMI.
Task:	Reviewing the Update draft and giving input to the Edit Team.

ASSIGNMENT:	Competence Center Manager
Period:	November 2004 until September 2010
Company:	Atos Origin GmbH
Task area:	Consultancy; System Integration
Context:	Assigned as Manager of the Competence Center „Manufacturing and Consumer Packaged Goods (CPG)“ in the Service Line Consulting & Systems Integration. 55 staff.
Task:	Competence Center Management

ASSIGNMENT:	Project Management Data Warehouse European Procurement Information System
Period:	May 2004 until August 2004
Customer:	Kraft Foods Inc.
Task area:	Project Management
Context:	The data warehouse used is an SAP Business Information Warehouse.
Task:	Leading an international team of technical and functional consultants, developers and key users. Contract management.
Methods & technologies:	ASAP for BW; eCollaboration (eRoom)
Tools:	SAP BW 3.1

ASSIGNMENT:	Program Manager international SAP template rollout
Period:	September 2001 until December 2005
Customer:	Grohe AG (Consumer Packaged Goods)
Task area:	Program Management, Applications Architect, Coaching, Change Management, Resources Management, Risk Management
Context:	<p>International SAP R/3 template rollout program. Transfer the recommendations of the preceding customer solution strategy (master-plan) into business.</p> <p>Milestones achieved:</p> <ul style="list-style-type: none">▶ April 2002: realization of the Global Template▶ January 2003: productive start of Grohe America▶ January 2004: successful project end in the two German distribution centers and the two big German factories Hemer and Lahr. By the implementation 1,800 users have started new with SAP. Four automatic warehouses have been connected and a new backup data center was built and set productive. Change Management has been a main issue in this project. Concurrent implementation of the first SAP BW data mart in this program: reporting margin on customer and product level.▶ April 2004: start of two more SAP BW projects, building a sales and a customer service data mart. Go Live end of 2004.▶ April 2004: start of SAP implementation in two European subsidiaries and another German production plant (GroheDAL), which has started productive on January 2005.
Task:	Program Manager, responsible for all individual implementation and reengineering projects and more than 200 team members. Change Management. Coaching of project managers.
Responsibilities:	<ul style="list-style-type: none">▶ Team building▶ Project planning and controlling▶ Change Management and Risk Assessments▶ Coaching or individual project managers▶ Status reporting to executives
Methods & technologies:	Global ASAP: SAP Solution Manager; eLearning
Tools:	SAP R/3 4.6c; SAP BI; mySAP CRM 4.0

ASSIGNMENT:	Project Manager Strategy Assessment
Period:	February 2001 until September 2001
Customer:	Grohe Wassertechnology AG & Co. KG (Consumer Packaged Goods)
Task area:	Project Management
Context:	Create a strategy of future business model and IT landscape. Program definition for the individual, subsequent implementation projects, considering: <ul style="list-style-type: none">▶ worldwide harmonization of business processes▶ categorization of the business processes as global or local▶ mapping of the organizational structure into the future (SAP) system landscape▶ regional requirements for the definition of sub-systems and data centers
Task:	Project Manager Strategy Assessment with a team of 5 consultants
Methods & technologies:	Value SAP Customer Solution Strategy

ASSIGNMENT:	Interim IT Director
Period:	February 2000 until February 2001
Customer:	Coty GmbH (Cosmetics)
Task area:	Interim Management
Context:	<p>Undertaking the role as an IT director for a restricted period of time (11 months). Responsible for 20 employees. Main activities:</p> <ul style="list-style-type: none">▶ Allocating current weaknesses of the business processes and the IT landscape;▶ Pointing out actual business processes and IT procedures and initiating based upon improvement;▶ Consolidation (harmonization) of the order processing systems in Germany, Austria, Switzerland and the Netherlands;▶ Assessing current IT projects (priority, necessity);▶ Assessing human resources (check actual skills, initialize extended vocational training);▶ Initiating the implementation of IT controlling;▶ Buying-in the IT people (motivation, project management and priorities);▶ Looking for a successor.
Task:	IT Director for 11 months

ASSIGNMENT:	Feasibility Study SAP Business Information Warehouse
Period:	November 2000 until December 2000
Customer:	L'Oréal HuP GmbH (Cosmetics)
Task area:	Feasibility Study, Project Management
Context:	Feasibility Study for SAP BW implementation including data marts for sales, marketing and controlling. Analysis and evaluation of several tools for data extraction and reporting.
Task:	Project Manager Feasibility Study
Tools:	SAP BW 2.1c

ASSIGNMENT:	Implementation of SAP Business Information Warehouse
Period:	August 1999 until March 2000
Customer:	Schmalbach Lubeca AG (Packaging)
Task area:	Project Management
Context:	Implementation of an enterprise data warehouse solution in Europe. Objectives: strategic enterprise planning and controlling. The implementation covers purchasing, stock analysis, sales controlling, finance & accounting.
Task:	Project Management European SAP BW implementation
Tools:	SAP BW 1.2b

ASSIGNMENT:	Process Analysis after merger&acquisition
Period:	June 1999 until July 1999
Customer:	Phoenix AG (Trade)
Task area:	Project Management
Context:	Business process analysis considering business reengineering due to merger&acquisition processes. Investigation of synergy potentials by implementation of an SAP R/3 template and its rollout to the company groups European subsidiaries.
Task:	Project Manager Assessment

ASSIGNMENT:	Coaching of project managers
Period:	January 1999 until May 1999
Customer:	Philips Consumer Electronics, France
Task area:	Management Support, Coaching
Context:	Coaching the project managers during the implementation of an international SAP R/3 rollout in France. Buying-in and convincing the customer about the implementation of a new reporting and planning system for the entire company group.
Task:	Coaching of project managers

ASSIGNMENT:	SAP R/3 template rollout
Period:	April 1997 until December 1998
Customer:	Philips Consumer Electronics, Eindhoven and Hamburg
Task area:	System Integration
Context:	<p>Template development in the Netherlands, mapping the new business processes to SAP R/3. Rollout of the business model and the EDP kernel in Germany. Team-leader Finance&Accounting. Responsible for planning and delivery in that area.</p> <p>Work-Packages:</p> <ul style="list-style-type: none">▶ Requirements definition and GAP analysis▶ System configuration (customizing)▶ Functional and technical specifications▶ Cutover planning and executing▶ Go Live support
Task:	<p>Member of the Template Team. Team Leader Finance&Accounting in the German rollout project.</p>
Tools:	SAP R/3 3.1

ASSIGNMENT:	IT Director
Period:	July 1993 until March 1997
Company:	Steinbrecher GmbH & Co. KG (Construction Industry)
Task area:	Line Management
Context:	<ul style="list-style-type: none">▶ Project Management SAP R/3 implementation▶ implementation of a new planning and controlling system▶ Construction of the company groups wide area network including the implementation of high reliable local area networks in the branches▶ Number of staff: 5 employees in the central IT
Task:	IT Director

ASSIGNMENT:	Managing Director
Period:	February 1991 until June 1993
Company:	Wirtschaftsförderkreis Harlingerland e.V. (Economic Promotion Association)
Task area:	Business Consultancy, Initiation and Implementation of entrepreneurial ideas
Context:	Economic Promotion focused on initiation and implementation of excellent entrepreneurial ideas of SMB in the region, in order to retain and develop regional economy. Amongst others: Initiation, planning and construction of Germany's largest biogas plant in 1992.
Task:	Managing Director of the Wirtschaftsförderkreis: <ul style="list-style-type: none">▶ Consultancy for founders▶ Support in research for and implementation of successors▶ Support foundations of enterprises (e.g. Biogasanlage Wittmund GmbH)▶ Design of a Regional Information System (Platform for offerings and requests), in cooperation with the University of Oldenburg▶ organization of conferences (e.g. „Langeooger Gespräche“)