
Personal resume

PERSONAL RESUMÉ

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GENERAL

Surname : M.H. Stikvoort
First name : Marco
Date of Birth : June 1st 1956
Function : Senior SAP consultant / Senior Business Consultant /
Project manager / Quality manager / Trainer / Change & innovation mgr

PERSONAL INFORMATION

Education Atheneum B (Dutch High school 1968-1974)
Vliegtuigbouw TH Delft (Bachelor aeronautics 1975-1976)
AMBI (Bachelor informatics 1978-1982)
APICS CPIM (Bachelor logistics 1992-1995)
Lean 6 Sigma black belt (York UK, 2006)

Training courses
SAP R/2 RM-mat, LVS, PPS courses
SAP R/3 MM (MM010-020-030-040-080) WM (MM050)),SD (Partner academy)
Financial: Basics accounting
Marketing: NIMA A
Logistics : APICS: M&CRP, PAC, IM, MP, JIT, S&T
Informatics: AMBI I1,I2,T1,T2,W1,B2,S1,S2,S3,S4
Quality: INK/EFQM, ISO, TMap
Communication practitioner NLP, Appreciative Inquiry foundation
Project management PRINCE2® foundation
Portfolio management MoP® foundation/practitioner
Value management MoV® foundation/practitioner

Knowledge of
SAP R/3 MM/PP, QM, LE, SD (SAP certified)
Software packages MS Office, MS Project
Tools ARIS Toolset, ABC Flowcharter, Visio, Process Publisher, MiniTAB, Disco

Personal skills
Determined, thorough, effective, coaching

SAP R/3 specialization:
SD, MM (PP) Certified SAP Consultant 3.x
Certified SAP Consultant 4.x
LES-WM, LIS, QM
Integration aspects, quick scans, coach SD/MM, Value SAP (certified)

Languages

	<u>speaking</u>	<u>writing</u>
Dutch	native tongue	native tongue
English	Good	Good knowledge
German	Good	Good knowledge

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Introduction

During my work experiences, I developed a specific ERP-knowledge methodology. Starting at a contextual analysis, tasks are determined in business processes. Later on, the EFQM thoughts (early and mid 90's) and the Balanced Scorecard principles (late 90's) were integrated in this methodology. Business process improvement (BPI, incremental changes), business process redesign (BPR, huge changes) and performance management (scorecards) were the core of my activities and thoughts.

At the end of the 90's, competence management was the next step. Realizing a strategy, improving business was not just changing structures like processes and organizational diagrams. The people were at the centre. In daily operation you can distinguish at least 3 approaches. The first is simple, fire people with non-fitting knowledge and hire others. This approach is still in use when the economy is at its worst. The second approach is to upgrade the skills of people. Extensive training programs were and are created. Central thought is to adjust the people to the required skills. The third approach has many names, amongst them knowledge management. You can upgrade people, but that requires more than mere knowledge transfer. Think of experience, attitude and motivation. Central thought here is that knowledge is available, but you will have to encourage people to share it. Part of this approach can be the adjustment of business to the available skills of people (instead of the other way around) and secondly to introduce tools for leveling knowledge requirements and offerings (an example is a good work instruction/documentation, I call it downgrading of complexity).

Most of these topics can be categorized under "doing the right things" and "doing them right". That however is not enough these days. At least 2 other aspects have to be highlighted as well. First we must be able to do whatever is required in relatively short time (lean principals) and before doing anything we must be able to convince our stakeholders that it is worth doing. Business cases and portfolio choices, value management, is an absolute must.

However my personal satisfaction is found in "people working with working systems". Systems must support human tasks, systems are mainly based on "good data", so systems and data must be created and optimized together with the people who will use them. This implies 10% inspiration and 90% hard labour! That's fun.

Period : December 2018 – ongoing
Company: Open Mined
Function : Product development and Trainer
Startup process mining and visualizations.
Training of unemployed people to SAP business consultants (SD, LE and MM).

Period : October 2017 – November 2018
Company: Zestgroup
Function : Product development
Setup and management of Lean Startups / product development of new services within Zestgroup.

Period : February 2017 – November 2018
Company: Zestgroup
Function : Senior SAP SD/MM/LE and Process Improvement consultant
Setup of an approach for Process Mining in SAP (process monitoring using electronic logs). How to determine logfiles from ERP-SAP. What Process Mining software to be used. Link to Lean Six Sigma techniques. The POC cases will come from SAP-R/3-P2P and batch traceability.
Setup of agile/Lean-startup groups within Zest. The objective is to create prototypes/tools to support our consultants in PM, Portfolio Mgmt and Process Mining (using SAP as ERP base).

Period : september 2014 – November 2017
Company: NXP
Function : Senior SAP SD/MM/LE/QM consultant
Iterative/Agile SAP implementation for a new Chinese trading and production company. The first 3 cycles (in total 3 months) must lead to a complete working system. SAP system, work instructions, trained employees, master data, the whole lot. After that period the system is enhanced in cases/sprints.

Period : april 2014 – august 2014
Company: ASML
Function : Senior consultant
Proposal for uniform project reporting as a base for future portfolio management development.

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Period : **june 2010 – November 2018**

Company: Zestgroup BV

Function : Chief Innovation Officer / Quality Assurance manager / Manager Zest Academy

Responsible for new products, services and relevant skills (like AgilePM, Lean Six Sigma). Re-structuring of the company, improving motivation, determining the business values, leading to value-supporting tools, knowledge and processes.

Setting up value-based portfolio management process for internal projects aiming at strategic changes.

Development of own approach, combining SOAR, deBono, Kanban and APMG approaches, supported by a toolset.

Setup and certification of ISO 9001 for consultancy business.

Setting up a method for Agile SAP implementations.

Beta-testing of a process-mining tool and developing a value-based BPM approach.

Developing course materials and training consultants (Value based BPM and PM, SAP MM/SD/LE and many more).

Period : **march 2010 – may 2010**

Company: UNITREE

Function : Auditor.

We were asked to audit both the SAP implementation as the maturity of the organization. The latter looking at the usage of an ERP system and also the ERP-maintenance organization.

Period : **dec 2009 – march 2010**

Company: ENECO-JOULZ

Function : Coordinator SAP training.

Planning, managing and creating of training materials for a 1st release of a major SAP implementation (PS, CS, MM, SD and FICO). The assignment was under a fixed price/date contract. The 8-man team described over 300 transactions and about 20 cases within 2 months leadtime.

Period : **august 2009 – june 2010**

Company: Adelante Beheer and UNITREE

Function : Director / entrepreneur.

Starting up a network of freelancers and participating in setup of new Consultancy company.

Training proposals for 1200+ endusers (SAP implementation).

Working on set of “simple” tools and methodology for “architectures & portfolio management” (TOGAF-ITIL-PM environment).

Period : **june 2008 – july 2009**

Company: DSM (Sittard and Rheinfelden)

Function : Senior SAP-MM consultant.

Handling issues and change requests within the SAP-MM (Purchasing) environment. Both kernel and non-kernel adjustments and re-organizing technical documentation.

Purchase to Pay, inter-company processes (MM and SD), MRP and Warehouse processes, consultancy and customizing within integration project Roche (DSM Nutritional Products) into DSM standards (Apollo).

Period : **december 2006 – august 2008**

Company: SAP Netherlands / Waterdrinker (Aalsmeer)

Function : Senior SAP-SD/MM consultant.

A specific area to introduce SAP: the flower and plant auctions in Aalsmeer. The biggest gross-seller

Waterdrinker has been promised SAP in the auction environment. SAP Netherlands took it upon themselves to make this a success story. For mapping purchasing and pricing (sales and purchase) processes onto SAP (MM-pur, EDI and overall pricing SD and MM, including variant pricing), they hired me.

Period : **march 2008 – april 2008 (halftime)**

Company: Bose Netherlands (Edam)

Function : Senior SAP-SD consultant.

Due to changed dealer contracts, 4 very complex pricing procedures had to be adjusted and melted into 1 single calculation scheme. Production preparation and data conversion was part of this change.

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Period : august 2006 – December 2006
Company: ST Microelectronics (Geneva)
Function : Senior consultant.

A worldwide ICT department (1500 employees) of an Electronics market leader, must be professionalized. A program containing portfolio management (business cases and decisions), resource management (available skills), program and project management (Prince2), support & operations (ITIL) and pipeline management (project/program dashboard), must be developed, proven and deployed within the ICT organization. My role is to ensure integration between all subjects, define all deliverables within “configuration management” (including methodology) and project typologies.

Period : january 2006 – july 2006
Company: CFS BV (Convenience Food Systems)
Function : Sr. consultant. / teamlead

Adjacent to a roll-out of SAP, a complete support and master data organization must be created. Temporary solution and final ITIL based support organization under my supervision (teamlead, 2-6 persons). Introducing business cases and portfolio management. Introducing product configuration. Coaching the TQM department in approaching business process improvements according Lean 6 Sigma principles.

Period : november 2004 – december 2005
Company: AKZO Intervet (Vienna)
Function : Consultant / SAP integration manager (SD/MM/LES/PP) (local project manager, 3-10 persons)

Within the rollout of a template to several countries, I became responsible as integration manager for the implementation in Austria (Vienna). This site had hardly any experience with automated tools let alone with an ERP system. So the main part of the role exists of mapping local processes onto SAP kernel, coaching in SAP (SD/MM/LES(WM) and PP(process)), designing SAP customizing solutions, developing procedures for master data maintenance (linked to international procedures), the local approach, the required steps. My counterparts are the key-users and site-management.

After Go-Live my contract was continued to support the local users and to enroll several other new processes (to be supported by SAP).

Period : january 2004 – june 2005
Company: TPG Post
Function : Parttime SAP-SD/MM and business consultant. Quality auditor and project leader feasibility study (3-5 persons)

Parttime consultant feasibility study and blueprint for the Order To Cash process of TPG Post organization. The core is the determination of crucial processes and activities and mapping these on SAP (feasibility study) and creating a working prototype (SD, MM, FICO, variant pricing). My role in the blueprint was that of quality reviewer.

Period : june 2003 – jan 2005 **Branch :** Business services
Company: MindMaster Institute BV **Function :** Managing partner, teacher, principal consultant
Start up a new company with a focus on knowledge services. Based upon existing training activities and extended with required activities to cover knowledge based enterprising.
Implementation of an ERP-documentation model within an international Philips environment.

Period : sec. half 2002 – may 2003 **Branch :** Business services
Company: Flow Nederland BV **Function :** Unit manager (25 persons), teacher
Professionalize all educational activities. Target groups are (key)users (ERP), internal (ERP) consultants and system custodians, whose performance is strongly connected to their integrational insights. Focus is on classroom training and workshops. The central theme is “business process supporting implementations”. Teaching the processes including the modules SD, MM and LE (order to cash, procure to cash, planning (order handling customer to supplier, logistics (goods handling supplier to customer)), but also enabling the supportive processes, through training programs like ITIL and Prince2.

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Period : second half 2002 **Branch :** Industry
Company: Medtronics **Function :** Business consultant
Defining and executing a process management workshop. The target audience was the management team. The workshop was initiated and co-produced by the quality department.

Period : First half 2002 **Branch :** Industry
Company: Philips Medical Systems **Function :** Business consultant
Re-evaluate a partly existing business process model. The current model was created by the engineering department and directed towards internal control from their point of view. The new model should act as a communication aid. Both externally as internally and at the same time it should be the base for an ERP implementation.

Period : march 2001 – june 2002 **Branch :** Chemical/oil
Company: DSM / SABIC **Function :** Business / SAP SD/MM Consultant and teamlead (5 persons)

SAP solution selection project, between IS-Oil and standard SAP.
SAP blueprint until implementation phases, focused on sales and supply processes of DSM refinery business. SAP modules used: SD, MM, LES(WM) and parts of PP. The study was based on a combined methodology, containing ASAP and a business process approach. The blueprint documentation had a double focus, first as implementation aid and secondly as a growing user-support-tool. The evolving documentation is the backbone for user-acceptation, testing, training and future maintenance.

Period : february2001 **Branch :** Chemical industry
Company: Fuji **Function :** Business & SAP Consultant
Determine supply chain processes and define fit with SAP and Supply Chain software.

Periode : januari-februari 2001 **Branch :** Industry
Company: Philips Consumer Electron. **Function :** Business Consultant
Evaluate business process descriptions, trainings and integration testing in a supply-chain implementation.

Period : May-June 2000 **Branch :** Chemical/pharmaceutical
Company: Solvay **Function :** Business & SAP-MM Consultant
Business Improvement project at purchasing department. Optimization SAP usage within the department, advising improvements/extensions concerning processes and SAP for department and direct environment, advising adjustments for a sound base for future Business to Business (E-business) projects.

Period : October 1999 – may 2003 **Function :** Business Consultant / unit manager / manager
Company: Flow Nederland BV Business Process Academy
Project management of the phases design and realization of an online documentation and education system. Presentations and commercial activities for above mentioned system.
Identify, prioritize, initiate, form and coach a diversity of task forces (portfolio mgmt). Subjects like SCM, WFM, BPR/BPI, CRM, EFQM (TQM) and Flows Change Implementation Model (CIM). This CIM is a methodology containing process optimization, implementation (ASAP integrated), maintenance/support, change management, project management, quality management (including testing). Especially for SAP projects there are integration links to ASAP and SAP Solution Maps. The CIM is supported by the tool ODE (Online Documentation and Education) to store and retrieve all project knowledge for future re-usage.
In-house training for process determination and multi-level SAP courses (SD, MM, LE).

Period : October 1999 **Branch :** Chemical
Company: BASF **Function :** Business Consultant
Consulting concerning after-SAP-implementation organization. What to do with de resources of a temporary project organization.

Period : end 1999 **Branch :** Distribution
Company: Hermex/Fuji **Function :** business consultant
Setting up of a shared competence centre concept. Key-users within the customer, second-line at Flow, intermediary performed by customer-dedicated consultants and fixed meetings.

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Period : January 1999 **Branch :** Distribution
Company: Hermex/Fuji **Function :** Quick-scan

Responsible and participating in a quick scan for a SAP R/3 implementation.

Period : May 1998 – June 1999 **Branch :** Government
Company: Department of defense **Function :** Team lead (12-16 persons), SAP-SD/business consultant

Responsible for and participating in an integral design for the SAP modules PS and SM within an existing MM, SD and FI/CO system. The following activities were part of this project:

- Determine consequences of integration for existing system and processes;
- Determine 'new' processes and document in ARIS toolset;
- Coach testing trajectory using business cases. Process test, unit test, integration test, acceptance test.
- Support & coaching junior consultants;
- Create implementation and design reports.

Period : Febr 1999 – June 1999 **Branch :** Government
Company: Department of defense **Function :** Team lead (10 persons), SAP-SD/educational consultant

Responsible for design, creation and execution of education for 1200 employees. The training existed partly of self study material, partly of training in processes and partly in using the SAP transactions. The essence of the training was the awareness of ones role within the processes and the ability to correctly use the available tools (SAP). All material was created and usable via intranet solutions.

Period : May 1998 – June 1998 **Branch :** Distribution & retail
Company: Nedac Sorbo Group **Function :** business consultant

Setting up of a shared competence centre concept. Key-users within the customer, second-line at Flow, intermediary performed by customer-dedicated consultants and fixed meetings.

Period : March 1998 – May 1998 **Branch :** Distribution & retail
Company: Nedac Sorbo Group **Function :** Project manager, SAP-SD/MM, business consultant

Project management of the MM, SD implementation. Activities were a.o.:

- Planning and reporting;
- Customizing SD and MM;
- Coaching junior MM, SD consultants;
- Sparring partner for companies management team.

Period : January 1998 **Branch :** Distribution & retail
Company: Nedac Sorbo Group **Function :** Quick-scan

Responsible for and participating in a quick-scan. The quick-scan contained the financial processes and the logistical chain of the German factory.

Period : Dec 1997 – March 1998 **Branch :** Chemical, pharmaceutical
Company: Solvay **Function :** Project leader (5-7 persons), SAP/business consultant

Responsible for the complete logistical teams. Areas of attention were MM, SD and PP(process). Specific end-user support and implementation for PP environment.

Responsibilities included:

- Planning logistical team;
- Participating in conceptual implementation team;
- Sparring partner for logistical user groups.

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Period : Sept 1997 – Nov 1997 **Branch :** Chemical
Company: DSM **Function :** Project leader, SAP/business consultant
Split of modules PP and QM into multiple companies, for a new joint venture. Solution for joined capacities via a “shared” work center (multiple plants use a production line, which is subject to capacity planning).

Period : April 1997 **Branch :** Distribution
Company: Nedac Sorbo Group **Function :** Quick-scan
Quick scan / audit of an existing SAP R/3 implementation. Subject was the logistical chain of the Dutch distribution center.

Period : Jan 1997 – August 1997 **Branch :** Distribution
Company: Alcatel Cabling Syst. (B) **Function :** Project manager (4-5 persons), SAP-SD/MM, bus.consultant, trainer

Responsible for the after Go-live support for the Belgium and Netherlands SAP implementations.
In April 1997 design for the USA and Far-east implementations. Specific adjustments and extensions in the PP area.

Period : Dec 1996 – April 1998 **Branch :** Government
Company: Department of defense **Function :** Project manager (5), SAP-SD coach

Audit on SD implementation trajectory. Subsequently responsibility for total SD implementation team.
After re-start of SD implementation a realization and Go-live within 3 months.
Extension of SD functionalities and coaching of SD key-users. Preparation for fusion of 4 companies, which were expected to use SAP according identical processes.
Within the new company (fusion of 4), the process support was extended with usage of PS and SM. The total re-implementation was an integration of FI/CO, AM, MM, SD, SM and PS. In a parallel path the maintenance department was created.

Period : June 1996 – Dec 1996 **Branch :** Distribution
Company: Alcatel Cabling Syst.(B) **Function :** Project manager (10-12 persons), SAP-SD/MM, bus.consultant, trainer

Project management of a logistical change project at an international telecommunication distributor.
Coach and consultant for the SAP R/3 implementation of the modules MM, SD and part of PP (backflushing over BOM, production orderhandling). The implementation and processes covered both the Belgian and Dutch sites.
The total project took 3 weeks of pre-investigation followed by a 5 month implementation (including conversion and training).

Period : Febr 1996 – may 2003 **Function :** Project manager (internal projects 2-16 persons), SAP/business consultant
Company: Flow Nederland

- Creation of an implementation methodology (CIM Change Implementation Model) based upon Workflow management.
- Presales consultancy:
 - presentations
 - demonstrations
 - quotes
- SAP introduction and training in SAP R/3 (SD, MM, PP).

Period : Jan 1991 – Jan 1996 **Branch :** Chemical
Company: DSM **Function :** Senior manag.consultant, Project manager

- Project management SAP R/3 project. Business Process Redesign consultant. Integration with process descriptions and quality management. Implementation of infra structure, software, customizing, processes within 1 year for 2 sites. Relevant modules were PP, SD, MM, FI and CO.
- Commercial activities for SAP R/3 products and services (quotes, demonstrations and presentations).
- Participation in a SAP R/3 implementation (MM).
- Responsible for logistical knowledge center portfolio of implementation methodologies and relevant tools for SAP department.
- Document the current situation of all logistical systems for a possible release change (R/2 4.3I to 5.0C). Investigate the 5.0C release for relevancy of MRP II cycle for DSM plants.
- Feasibility study on SAP R/2 module RP (now HR).
- Implementation of the SAP R/2 module RM-LVS (warehouse management) and integration in PPS.

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- Information Planning study for the main industrial laboratory.
- Conceptual design and prototype of a management tool to support business improvement and quality management (Balanced Scorecard principal).
- Consultant for a logistical package selection within project based industry.
- Project manager for a MRP package implementation at an assembly plant.

Period : Febr 1990 - Dec 1990 **Branch :** Harbor / distribution
Company: CMG / Sealand **Function :** Senior consultant

- International consultancy in a definition study (ICT software architecture) and basic design for a “state of the art’ container terminal at the Maasvlakte (Rotterdam harbor).
- Assistent project leader. Some specific aspects: EDI , multi vendor network, fault tolerancy, IT (barrier control, sales, magnetic cards, Automatic Equipment identifiers).

Period : Dec 1987 - Jan 1990 **Function :** Interim manager, Project manager (5-8 persons), Field- en Personnel manager
Company: Andersen Consulting

- Operational management Consultancy Organization.
Responsible for initiatives and growth for an internal software house. Specific area was the SAP R/2 competence center.
- Consultant at a real estate package conversion.
- Project manager at a distribution package conversion.
- Interim-manager Information services at an international food company (Quaker Oats).
Creating 3-year plan, reorganization IT department, initiating change process for integral material management and conversion of hardware platforms (ICT hard- and software architecture). Obtaining agreement with US headquarters.

Period : Jan 1987 - Nov 1987 **Function :** Product manager
Company: FI international Project manager

- Project management of a conversion of financial packages at a building company.
- Development of and product manager and sales support for “third party software maintenance”. This was a pre-ITIL approach, but contained most of the ITIL concepts of change management and process owners.

Period : July 1982 - Dec 1986 **Branch :** Computer industry
Company: IBM **Function :** System designer, Information analyst, Project manager, Database coordinator

- Responsible for maintenance of all logistical systems of the Amsterdam plant.
- Analysis, design en project management of a diversity of logistical projects.
- International consultant for the split of the Amsterdam and Milan (Italy) plants and linking to the international ordering systems (MRP).
- International consultant for movement of production streets from a France plant to the Amsterdam plant.

Period : April 1979 - June 1982
Company: DataView (software house)
Continuous jobs at IBM (see relevant period **July 1982 - December 1986**)

Period : July 1978 - March 1979
Company: NOVA (software house)

- Programmer / analyst at a diversity of customer sites.
Amongst others ANWB (Dutch traffic society).

Period : September 1976 - June 1978
Company: Nederlandse Middenstands Bank (now ING bank)
Branch : Dutch bank

- Programmer / analyst at a diversity of banking systems, like budgeting and insurances.