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Evidence-based Consulting SPRL

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PROJECTS MANAGEMENT ∴ CONTROLLING MANAGEMENT ∴ SAP FINANCE

14 years of professional experience

7 Full-cycle projects in SAP

Project management (PMI-PMP, APMG Prince2 Practitioner, ASAP)

Expert SAP FI-CO

Controlling Interim Management

BPR (complexity reduction)

Costing models, budgets, Scorecards

French, English, Dutch

Stress resistant – soft skills (personal & professional coaching)

I. Education & Skills

Academic

- Master in Financial Sciences (University level), Audit & Accounting, Institut Lucien Cooremans, Brussels, 2001 (high distinction). Evening classes 1998-2001.
- Bachelor in Logistics & Transport Management (Non university level), Institut Lucien Cooremans, Brussels, 1998 (high distinction).

Methodologies & standards

- PMP (Project management professional, PMI certified 2011)
- Prince2 Foundation & Practitioner (APMG Certified, 2007)
- ASAP (SAP implementation, solution manager)
- Enterprise Value Delivery for SAP (Deloitte)
- SADT (EDIF0), BPML
- SAP Certified (SAP Belgium 1998)

Software skills

- SAP software : CO (OM, PC, PCA, PA), FI, Expert in investment management (PS, IM, FI-AA), PS, interface design, strong integration skills (PP (+ variant configurator), PM, SD, MM), IS-U & FI-CA
- Modeling tools : Workflow modeler, Visio , Industry Print (E&Y)
- Microsoft office suite (expert) & Project (expert)

Personal

- Speleologist (in Belgium & exploratory expeditions in Switzerland), member & controller of GIPS.
- Martial arts (Wing Chun Kung Fu)
- Volley-ball (competition).
- Former ambulance man at the Red Cross (1995 - 1998).
- Former Red Cross Volunteer - 1st Mobile Column (1992 - 1998)

II. Main positions as a consultant

06/2011 - 08/2011

Controlling business/SAP advisor

(Pharmaceutical industry)

The company, a SME, is questioning its IT portfolio and above all the sequence and priority of many individual projects (procure to pay & order to cash).

I was appointed by CFO who casted doubts about the functional and technical options (mainly SAP architecture) formerly retained. He is not satisfied with its finance reporting and need some input before to improve the business processes. The Corporate controlling manager felt unsatisfied with the budgeting procedure and tools used. Both called for independent guidance.

I proposed a 10-days business screening in order to clarify the options of improvement in phase with controlling and SAP solutions best practices (a.o. setup of a PMO and programme management). To make them able to make appropriate decisions by their own, I also recommended to organize a business & SAP knowledge leveling training (all project manager and BU managers invited).

- Mission ►► 5-days knowledge leveling ; 10-days business screening.
Share experience.
Extensive change management (conflicts of interests, resistance, touchiness)
- Deliverables ►► 2 half-days training (business controlling ; SAP controlling & integration)
Roadmap :
- Simplified business process cartography (As-Is)
- Emphasize reporting gaps and discrepancies with best practices (in business processes and SAP Finance setup).
- Propose reengineering, project phases and investment budget.
- Project management advices.

03/2011 - 04/2011 (one week)

IFRS ADVISOR

(bank & insurance)

*Guidance mission in the context of IFRS implementation in SAP. **New General Ledger** conversion and deployment together with FI, AA, CO and CFM.*

02/2010 - 09/2011

Controller - interim position

SNCB-NMBS

In parallel of the Carve-Out and V1 hypercare, I act as a controller for the dept. Technics. This unusual shift is a direct consequence of the lake of controller for the department. Structuring the dept. and reporting process, reporting to the corporate controller, sector controllers and the CFO. Budgeting.

03/2010 - 09/2011

Carve-Out B-Cargo

SNCB-NMBS / SNCB-NMBS Logistics

Leader of SAP CO team (controlling), implementation of the new born direction Freight Railways Servives. Reshape the financial processes and reporting structure, deliver a SAP CO system.

Leader of the SAP CO (controlling) implementation inside dept. B-Technics (6000 people). Project stage management, business process reengineering, business blueprint, SAP blueprint, SAP R/3 implementation (ECC 6.0), trainings & change management, budgeting and hypercare. Manage a team of 8 people + coordinate of an highly complex interface between legacy systems & SAP + data warehouse (15 people involved).

Project Mind3! Version 1 (200 consultants involved).

Second stage of the Mind3 project (each stage has its own project management & teams). Implement CO & PP modules for the direction Trains (trains drivers, rolling stock management, maintenance strategy). Approach is ABC/M.

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|--------------|----|---|
| Mission | ▶▶ | Develop analytics model & implement in SAP the controlling business model of the dept. Trains. Draw up a viable budget (process & figures).
Manage the team, scope, deliverables, and quality. |
| Scope | ▶▶ | Develop the analytics model from scratch from the highly complex business model of the department. Integrate with other teams (investments, sales, purchasing, accounting ...). Develop the complex interface & data warehouse of train costs. Manage 8 people team. Coach juniors. |
| Deliverables | ▶▶ | Business blueprint (steering & costing models), technical blueprint, R/3 system implemented, process models, trainings. |
| Role | ▶▶ | Team lead V1.PTR team (8 people: CO, PP, process consultants) and manage internal key-users. Develop ABC approach. Report to the project managers, general manager of Trains dept. & SAP domain leads (= coordinate integration among SAP projects). |

Business Processes Reengineering and SAP R/3 implementation of the Belgian Railways company. Draw up of the business blueprint for the Financial Direction prior to the implementation of a Financial ERP.

Project Mind3! "Pre-blueprint" & Version 0 (70 consultants involved). Manage a team of 3 people.

The company has been working for a long time with unproved, uncontrolled and very heavy business processes. Consequences are immoderate costs for the company, oppressive administrative workload, very long response time to internal customers, lack of transparency in cost & transfer prices, quasi-inexistent auditing system, and high risk on going concerned. Ageing pyramid is inverted; ICT systems are inappropriate and outdated.

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|-------------|----|--|
| Mission | ▶▶ | Redesign business processes and cost controlling model involving the Finance dept. (but not only). |
| Scope | ▶▶ | <i>Support dept & 4 major workplaces (4000 people).</i> |
| Deliverable | ▶▶ | <i>Business blueprint regarding: purchasing & receivables (e-invoicing and invoice scanning), sales of transport, fixed assets, real estate, projects & investment budgeting, controlling method = ABC & Earned value), cost controlling & market dimension profitability of all corporate activities.</i> |
| Role | ▶▶ | <i>In charge of purchasing & receivables, projects & investments. Report to the project senior executive.</i> |

08/2004 -09/2005

SCM

SNCB-NMBS

Financial business expert SAP FI-CO for Belgian Railways Company. Project Supply Chain Management (SCM).

The SCM project is aimed to integrate purchasing, inventory, warehousing and project management into SAP R/3. The preliminary phase redefined the core BP, the second implements it into R/3.

Mission	▶▶	Redesign material management business processes and implement SAP purchasing, inventory, warehouse management, production & maintenance.
Scope	▶▶	<i>2 major dept.: rolling stock maintenance & infrastructure</i>
Deliverable	▶▶	<i>Productive SAP system, Business blueprint, Technical Blueprint, Interfaces, Trainings ...</i>
Role	▶▶	<i>Business expert finance, be the interface between the project and the business in order to ascertain that the finance project might be transplanted into the productive system.</i>

10/2003 - 05/2004

THT

Electrabel

Business financial analyst for Electrabel – project THT, integration of the Industry customer segment inside SAP.

Setting up an SAP system in order to manage the Industry business segment of Electrabel and integrate the existing process/procedures. Principally: accounting , invoicing integration, collection procedures, payment programmes and procedures, migration plan for the financial data. Modules: IS-U, FI-CA, CO-OM ; in a lower extent: SD, TR, CO-PA.

08/2002 - 09/2003

EUROCCS-I, EUROCCS-II

Electrabel

Business financial analyst for Electrabel – projects EUROCCS I and EUROCCS II, project for preparing the deregulation of the European electricity market.

Two full-life cycle projects. F.V. actively participated to the initial analysis for the setting up of new companies that will rise from the European directive to liberalize of some utility markets. He took in charge some financial aspects: mergers & acquisition, collection procedures specific to IS-U, billing. Modules: IS-U, FI-CA, SD, CO.

02/2001 - 03/2002

Fixed assets restart & hypercare

UCB Chemicals

Consultant FI-CO & investments at UCB Chemicals Belgium, España, Germany & America.

In charge of several implementation projects and for user and executives support mainly for modules FI
CO, PM and PS-IM.

Implementations and enhancements: assets accounting start-up (project leadership), extended
withholding taxes, dunning procedures, correspondence, credit management (customer account
procedures), payment program set-up, data migrations in material management and project system,
CODA and DME processing. Financial closing.

Since 1998

OTHER MISSIONS AS A CONSULTANT

Katholieke Universiteit van Leuven : authorizations & ABAP development

Beckaert : ABAP development for FI & CO modules.

Associated Weavers : ABAP development for FI & CO modules

Swift : give trainings about reporting in R/3 & BW

Coil NV : ABAP development with variant configurator (SD module)

ADB Siemens : build a reporting cockpit (CO-CCA, OPA, PC).