

Mike Davis
Senior Programme Director
Global SAP S/4HANA Digital Transformation SME

Key Skills	Business Transformational Change, SAP Retail Programme Management, Project Management, Account Management, Change Management, Service Delivery, Escalation Management, Release Management, Stakeholder Management, Global and multi-country role outs.
Methodologies	Prince2 Practitioner, ASAP and S/4HANA, SixSigma/LeanSixSigma Champion, ITILv3 Master (v2 Manager), PMI, RMP, SP, PMBOK-PMP, Scrum/Agile (waterfall) and ASAP Methodologies. Microsoft Certified Professional – MSP V-Model and Dual Vee Model testing to ISO/IEC 12207 and 15504 compliance
Years Exp	25+ years global experience
Industry Exp	Automotive, Financial Services, Retail, FMCG & CPG, Fashion Retail, Utilities, Oil and Gas (upstream), Oil and Gas (downstream), Nuclear Energy, Telecommunications, Government, Manufacturing, Technology, Aerospace and Defence, Pharmaceutical
Regional Exp	Europe, EEMEA, Middle East, North America, Central America & Asia-Pacific.

Mike is a Global SAP Retail Programme Transformation and Engagement Director with 25+ years Tier 1 Consultancy background. Managing large scale Business Transformational Change, Global and multi-country role outs - IoT, eCom, Digital, Big Data Delivery. Coupled with a solid technical background as an experienced SAP Suite on HANA and S/4HANA Practitioner. He has delivered multiple large and complex RFX bid proposals, business transitions and technical upgrades underpinned by ERP, SAP, S4HANA, Ariba, BI, C4HANA, CRM, Hybris Hybris Marketing, HR/HCM and Success Factors Transformation programmes and initiatives. Managed multiple turn-around and recovery programmes successfully on time and to budget. Rolled out systems to phased multi-country and Global entities. Mike has a keen sense of ownership and a strong drive to successfully deliver. He is considered a seasoned professional of the highest calibre. Provided Corporate Governance, RFX bid proposals, vendor and partner selection processes, Application Consolidation, Migration and Business Transition Management. He has excellent endorsements from clients, partners and colleagues from working throughout Europe, Americas, Middle East and Asia.

Strategic Program Management professional with 25+ years' experience. Specialising in Business Transformational Change. Global Programme Management, Transformation and Change Delivery. Managed Business Transformational Change ERP, IoT, eCom, Big Data. Directed and delivered multiple large and complex business transitions. Multiple turn-around and recovery programmes successfully delivered. Conducted Programme RFX bid proposals, selections and evaluations. Managing full RFI/RFQ/RFT/RFP and complex tender processes. Large scale Template Rollouts (complex release management) delivered. Programme budgets in excess of \$100M and over 400 consultants. Keen sense of ownership and a strong drive to successfully deliver. Corporate Governance for bid proposal, vendor and partner selection. Excellent endorsements from clients, partners and colleagues. Global experience working in Europe, Americas, Middle East and Asia. Seasoned professional of the highest calibre.

KEY SKILLS & EXPERTISE

Relevant Business Transformation Experience:

- Strategic Program Management professional with 20+ years' experience
- Specialising in Business Transformational Change
- Global Programme Management, Transformation and Change Delivery
- Managed Business Transformational Change ERP, IoT, eCom, Big Data
- Directed and delivered multiple large and complex business transitions
- Multiple turn-around and recovery programmes successfully delivered
- Conducted Programme Bid proposals, selections and evaluations
- Managing full RFI/RFQ/RFT/RFP and complex tender processes
- Large scale Template Rollouts (complex release management) delivered
- Programme budgets in excess of \$100M and over 400 consultants
- Keen sense of ownership and a strong drive to successfully deliver
- Corporate Governance for bid proposal, vendor and partner selection
- Excellent endorsements from clients, partners and colleagues
- Global experience working in Europe, Americas, Middle East and Asia
- Seasoned professional of the highest calibre

SAP Delivery Expertise:

- Client Engagement Director for SAP and S/4HANA
- Upgrade/Migration experience to SAP suite on HANA and S/4HANA (Simple Finance / Simple Logistics)
- Synchronising manufacturing operations (MES, MII)
- SAP HEC, Hana Enterprise Cloud Services, Transition planning, Application Consolidation and Migration.
- SAP Hana on Amazon Web Services (AWS). SAP on Microsoft Azure. SAP Ariba Procurement and Supply Chain Solutions. SAP Hybris, Hybris Marketing (B2B and B2C) delivery. SAP CAR ePOS and POSDM Solutions. SAP SuccessFactors (HR/HCM) deployments.
- Multi and Omni Channel, Adobe AEM and Web-Shop integration. Implementing SAP strategic products BI, CRM, and SRM.
- Industry Solutions delivery into Financial Services, Retail, Manufacturing, Oil and Gas, and Telecommunications.
- Consolidation and complex release management strategies.

DETAILED CAREER SUMMARY

(Interim) Head of SAP Enterprise Services for HMRC - Financial Services United Kingdom January 2019 - April 2019

Mike was hired as interim Head of SAP Competency Center and later promoted to interim Director and Head of SAP Enterprise Services. Accountable for developing a strategic roadmap for SAP on Azure cloud migration, S/4HANA, SAP Ariba and Success Factors. Industry Solutions delivery into Financial Services.

Achievements

- Supported a 5 year spending review
- Managed clients expectations
- Working closely with Internal and External stakeholders
- Developed corporate strategy and aligned proposals to spending review with recommendations

Core Products included SAP, Microsoft and Azure Cloud.

Managing Director APAC Region South East Asia May 2018 - December 2018

Mike was contracted as the Managing Director for the APAC Region. Accountable for developing the region, working with customers, SAP and S/4HANA, Ariba and Success Factors programmes to support a growing portfolio of business in the region. Our main focus was in the Financial Services, Retail, Automotive and manufacturing sectors, developing offerings, providing Management Consulting and thought leadership for digital business transformation programme delivery with a practical and hands on business consulting approach for medium size customers using SAP, Infor and Microsoft as the underlying technologies.

Achievements

- Managed key accounts
- Supported key bid proposals
- Managed clients expectations
- Working closely with Internal and External stakeholders
- Industry Solutions delivery into Financial Services, Retail and Automotive

Core Products included Analytics for Financial Services, Retail and Automotive Manufacturing Industry, Analysts-as-a-Service and Insights-as-a-Service with a special emphasis on improving Business Outcomes, Value Creation and Deep Learning capabilities, Fraud Analyser, Continuous Monitoring, Automated Application Management and Fraud Management for SAP customers with Automation, Innovation and Deep Learning Capabilities. Innovative Solutions included SAP Leonardo/IoT/AI/ML/DL ChatBot for Automotive, Oil & Gas Industry Solutions, IS-Automotive for Service, Vehicle, Lease and Warranty Management. Integrating with Spare Parts Inventory and SAP Financials

Programme Director

**South East Asia
September 2017 - May 2018**

Mike was contracted as an interim SAP and S/4HANA Programme Director to support a growing portfolio of business in the South East Asia region. Supporting SAP Digital Business Services (DBS). Accountable for large and complex SAP transformation Services. SAP S/4HANA, Success Factors, Ariba and HEC Service delivery.

Achievements

- Managed key accounts
- Supported key bid proposals
- Managed clients expectations
- Working closely with Internal and External stakeholders

Core product areas in the value proposition were SAP S/4HANA, HEC, Success Factors, Ariba, BI, CRM, Hybris, Hybris Marketing, CAR and POSDM Solutions for Retail. Analytics for Financial Services. Transition planning, Application Consolidation and Migration. Logistics Execution Systems (LES) Manufacturing Execution Systems (MES) and end to end Supply Chain Management (SCM) system delivery within Manufacturing.

**Programme Director
Middle East and Asia
December 2016 - May 2017**

Mike acted as an interim SAP and S/4HANA Programme Director delivering bid proposals for complex strategic migrations, upgrades and transformation concepts to multiple key clients within wholesale logistics, manufacturing, distribution and retail.

Achievements

- Managed key accounts
- Delivered successful bid proposals
- Managed clients expectations
- Working closely with Internal and External stakeholders
- Initial evaluation extended to manage full bid delivery process to multiple clients

Core product areas in the value proposition were SAP Suite on HANA (S/4HANA), SAP Ariba, Success Factors, BI, CRM, Hybris, Hybris Marketing, CAR and POSDM Solutions for Retail. Logistics Execution Systems (LES) Manufacturing Execution Systems (MES) and end to end Supply Chain Management (SCM) system delivery within Manufacturing.

**Programme Director
UK & Europe
February 2016 - November 2016**

Mike was contracted as an interim SAP and S/4HANA Programme Director to deliver bid proposals for complex strategic migrations, upgrades and transformation concepts to multiple key clients within Financial Services, wholesale logistics, manufacturing, distribution and Retail.

Achievements

- Managed European key accounts
- Delivered successful bid proposals
- Managed clients expectations and enabled a level of trust that we could successfully deliver these programmes.
- Working closely with Internal and External stakeholders
- Initial evaluation extended to manage full bid delivery process to multiple clients

Core product areas in the value proposition were SAP Suite on HANA (S/4HANA), Success Factors, BI, CRM, Hybris, Hybris Marketing, CAR and POSDM Solutions for Retail. Logistics Execution Systems (LES) Manufacturing Execution Systems (MES) and end to end Supply Chain Management (SCM) system delivery within Manufacturing.

Programme Director

Ciber UK & Europe

September 2015 - December 2015

Mike was contracted as an interim SAP and S/4HANA Engagement Director to support bid delivery proposals for complex strategic migrations, upgrades and transformation concepts to multiple key clients within Retail and Manufacturing.

Achievements

- Management of key European accounts
- Delivered successful bid proposals
- Managed clients expectations
- Working closely with Internal and External stakeholders

Core product areas in the value proposition were SAP Suite on HANA (S/4HANA), Success Factors, BI, CRM, Hybris, Hybris Marketing, CAR and POSDM Solutions for Retail. Logistics Execution Systems (LES) Manufacturing Execution Systems (MES), Manufacturing Integration and intelligence (MII) solutions and end to end Supply Chain Management (SCM) system delivery within Manufacturing.

Interim Partner

Infosys

February 2015 - April 2015

Mike was contracted as an interim Partner to manage a key client bid proposal to deliver a strategic and very challenging 'Big Data' driven IM transformation concept.

Achievements

- Successful delivery go bid proposal
- Managing the clients expectations and enabling a level of trust that Infosys could deliver this programme.
- Working closely with SAP, Teradata and Informatica as key partners
- Managing Client expectations ensuring that our partners products were considered core banking IM products of choice for the majority of banking and FX clients Globally.
- Initial 2 week evaluation. Contract extended to manage full bid lifecycle.

Programme Director
RGP - UAE Utilities
June 2014 – February 2015

Mike was acting as a SAP Programme Director to deliver a strategic SAP HANA Programme in Abu Dhabi for a UAE State owned facility.

Achievements

- Successful implementation of the SAP IS-U Billing and SAP CRM programme
- Integration for Success Factors
- Initial 6 month contract with 3 month extension.

Interim Program Director
Saudi Electric - Saudi Arabia (KSA) Utilities
February - May 2014

Mike was contracted as a SAP Programme Director to manage a team of highly skilled SAP IS-U consultants to deliver a strategic SAP Utility Billing Programme.

Achievements

- Acting as interim SAP Programme Director the key to successful delivery was managing significant changes in scope and requirements from the business at a critical stage in the implementation of the SAP IS-U Billing and SAP CRM programme for Saudi Electric Company
- Integration for SAP ECC6 and HR/HCM
- Initial 3 month contract extended to complete handover into production

Interim Program Director
Central American Retailer - Retail Beverage Business
August – October 2013

Mike was contracted to manage a team of highly skilled consultants to deliver a strategic review and consulting support.

Achievements

- Provided an evaluation of the full end-to-end integrated SAP system
- Key areas of the process needed rework by the implementation partner
- Manufacturing (MES/MII), Inventory Management (IM) through a full Supply Chain (LES) processes to Retail Sales, which also included Direct Store Deliveries using SAP DSD and mobile device technology Active Suite XSales product. SAP HR/HCM for employee payroll and shift scheduling
- Initial 3 week evaluation extended to manage consulting handover.

Interim Programme Manager
Co-Operative Group - Retail Food and Retail Banking Business
November 2012 – June 2013

Contracted as an interim Programme Director, to work with on a consulting engagement with this major UK Food and Retail banking client.

Achievements

- Provided governance and due diligence for a retail business evaluation and selection of both a vendor solution and systems integrator
- Road-mapped a full ERP and Logistics system solution.
- Decoupled the client's business limitations due to old Teradata systems and server infrastructure in the core data centres by improving business processes.
- Delivered quick wins to the business by prioritising deliveries
- The roadmap was developed to transition key business units safely and securely.
- Initial 6 month contract extended by 3 months.

Interim Programme Manager SAP UK – Retail Fashion Business August 2011 – September 2012

Acting as interim Programme Director for a high profile fashion client on a consulting engagement to provide a business roadmap to enable an SAP-AFS and MAP implementation to be delivered.

Achievements

- SAP AFS and MAP integrated successfully
- Initial 6 month contract extended to cover implementation and post go-live support
- Implemented SAP HR and Success Factors integration

Interim Programme Director SAP MENA (UAE) – Automotive Business Transformation April – August 2011

Acting as interim Programme Director. Mike assisted SAP MENA (BTS) to deliver a strategic Programme Roadmap for Al Futtaim Group (Motors Division) a key SAP customer in the UAE region headquartered in Dubai.

Achievements

- Successful Programme roadmap and proof of concept delivery contained multiple programme components. at the core of this was SAP IS-Automotive solution and Organisational Change Management (OCM)
- Initial 6 month contract, delivered 3 weeks early.

Programme Management AXA Insurance – Business Transformation and Demerger September 2010 - March 2011

Acting as Programme Manager, Mike worked for AXA a Global insurance group headquartered in Paris. The group was a conglomerate of independently run business that engaged in life, health and other forms of insurance and investment management. The group encompassed five operating business segments: Life & Savings, Property & Casualty, International Insurance Asset Management and other Financial Services. The role was to segregate business entities for a demerger.

Achievements

- Completed system demergers and deployment of new segregated landscape

- Transferred and consolidated data into new landscapes ensuring data integrity
- Decommissioning of legacy systems well within the timescale and budget
- Delivered specific training within many operational sectors which was a critical factor for the overall programme success.

Programme Manager

Vodafone Global Enterprise – Europe - Global Retail Transformation

May 2009 – September 2010

Acting as Programme Manager, Mike was engaged directly by the Head of Change for Europe to act as the Business Change - Programme delivery Manager.

Achievements

- Successfully managed Business Transformation Programme within Europe
- Implement a single integrated operating model supported by a central SAP system landscape across Finance, Supply Chain and HRM (Success Factors integration)
- Core system delivery included SAP R/3 ECC6 IS-Retail, SAP SRM, SAP CRM, Convergent Charging BI and Hybris solutions for a user base in excess of 10,000 users.
- Rolled off the programme after the completion of the core design, and the successful delivery of the COE and the template roll out for the central European implementations and roadmap into Germany, Italy France, UK and Ireland.

On successful delivery of the core template Vodafone won the Euro-Finance Award for Treasury Excellence in recognition of the EVO programme.

Programme Director

SAP AG – Global Fashion Retail Transformation - Programme Recovery

March 2008 – April 2009

Acting as SAP Programme Director, Mike was appointed as the single point of contact to the Esprit board of Directors. Mike was responsible for the successful implementation of a single integrated ERP landscape covering Global Wholesale and Retail processes using SAP IS-AFS and IS-Retail, planning and reporting (MAP/BI) and HR/HCM solutions for a user base in excess of 10,000 and an overall programme budget of circa €100M Euros.

Achievements

- Managed a large scale restructure to de-escalate critical issues within the Esprit programme
- Successful Turn-around of the programme
- Facilitated successful phase completion of Blueprint
- Re-Structured steering group and programme board meetings
- Changed the culture of denial within the programme; de-escalation of issues and risks
- Brought the budget under control by reducing the overall programme cost estimates
- Successful completion under the new planning timescale and budget
- Initiated a Global COE for the new systems landscape and business processes

The SAP Programme delivery model for Esprit was managed by SAP AG with Accenture, IBM and KPS providing supporting services.

Business Transformation Manager

Statoil-Hydro – Global Oil & Gas / Retail Transformation / Acquisition and Merger

January 2007 – September 2008

Accountable for the transformation of the core ERP systems landscape within the organisation. This hinged around the process of upgrading key business systems. Supported the formal acquisition of Norsk-Hydro in October 2007 and the subsequent business transformation and rebranding activities. Key business initiatives covered a user base in excess of 20 thousand and an overall programme budget of circa €80 Million Euros.

Achievements

- Technical evaluation of ramp up products SRM6.0/7.0, MDM and cFolders business suite
- Delivery of a data migration strategy, contingency planning budgetary estimates, training plans
- Gap analysis for SAP R/3 4.7 migrations to ECC6 for IS-Oil and IS-Retail and IS-Utilities
- Implementation of BI, Salesforce CRM and HR/HCM solutions
- Smooth merger of the Norsk-Hydro oil and gas division into the new operating company
- System integrations, transfer and consolidation of Hydro data
- Decommissioning of legacy systems well within the timescale and budget

Mike's services were retained by the new operating company, Statoil-Hydro as part of the newly formed COE to provide transitional business support for a further 6 months until September 2008 where he acted in an advisory capacity to Statoil-Hydro senior management.

Programme Manager

Adidas Group – Retail Programme Recovery / Acquisition and Merger

May – December 2006

Acting as Programme Manager, Mike was hired to turn around an ailing programme of work to deliver an IS AFS and IS-Retail Solution. Reporting to the CIO and accountable for the technical delivery and Business Change Management process resulting from the acquisition of Reebok in early 2006. Controlling a budget of c.€35M Euros.

Achievements

- Technical migration of Reebok into the Adidas SAP landscape
- Developing a global COE
- Implementing Business Change Strategies
- Transformation workshops and training initiatives
- Technical implementations of BI, CRM and HR/HCM solutions
- As a separate technical stream evaluation and proposal for the technical upgrade the SAP systems to ECC5

The programme was delivered successfully and a technical upgrade for the landscape was initiated for the combined systems with a complete cut-over ahead of schedule and within the budget.

Business Change and Transformation

Other Project and Programme Management positions

August 1997 – May 2006

Mike has worked for many top class consulting companies and blue chip clients as Business Change Manager, Technical Architect, Project and Programme Transformation Management.

Achievements

During this time he has successfully developed many Business driven TOM (Target Operating Model) changes, IT COE (Centre of Excellence) and extensive Mergers and Acquisitions to enable business growth. As part of this process he is a very skilled negotiator and has successfully delivered competitive bid proposals, engaged clients and delivered multiple world-class ERP solutions, release strategies, corporate governance and compliance initiatives.

Clients included;

INA for IBM – Croatia; CCHBC (Coca-Cola) – Bratislava; Delphi Automotive – Munich; Universal Pictures (NBC) – London and Madrid; Ordnance Survey – Southampton; Wrigley WeB ESPRIT – Munich; Iona Technologies - Dublin; British Telecom - UK; UPM Kymmene - Brussels and Helsinki; Metsä-Serla – Helsinki; British Airways – UK; United Nations for IBM - Rome; SairGroup for Atraxis – Zurich; Deutsche Telecom – Germany; BMW – Munich, Germany, MANN – Munich Germany, General Motors for PWC – Frankfurt; Shell – Rotterdam; ICI Group; Reebok – UK; Cadbury – UK; Royal Sun Alliance – UK; Astra Zeneca – UK; British Nuclear Fuels – UK; BAE Systems – UK; British Rail – UK; Post Office – UK; GlaxoSmithKline (GSK) – UK; Croda Pharmaceuticals – UK; British Rail – UK and RS Components – UK.

RAF Engineering Officer

British Royal Air Force - United Kingdom, Europe and Central America

November 1985 – August 1997

Achievements

- Included IT Systems Technical Management
- IT Systems Specialist
- Procurement
- Worked in conjunction with BAE Systems, Rolls-Royce and other established MOD suppliers to provide SLA's.