



CHRISTIAN SCHMALZ

Senior Project Manager/Hypercare and Support Expert/Change Manager



- Senior Project Manager with broad functional expertise and methodological know-how from roles in consulting, management in procurement and in financial services and other industries.
- Led the selection, requirement definition and implementation of S2P solutions, supplier management systems, TPRM and eSignature in procurement-related IT implementation projects.
- Strong in translating strategies into organizational structures, communication, processes and IT-requirements comprehensible for employees and external partners as well.
- Communicates at all levels always highly transparent and simply authentic. Able to adapt working style to both corporates and SMEs.



EDUCATION

1995 – 1998 **Saarland University, Saarbrücken**
Master of Business Administration, Diploma Businessman

CERTIFICATION / FURTHER EDUCATION

2023 Sustainable Supply Chain Management
(University of Cambridge Institute for Sustainability Leadership – in progress)

2021 Leading Digital Innovation in Supply Chain (IMD)

2021 Procurement Innovation – SAP Ariba and S/4HANA in a Nutshell (SAP)

2020 Professional Scrum Master I (Scrum.org)

2014 High Impact Leader (Credit Suisse)

2012 VAT Masterclass (PwC)

EXPERIENCE / BACKGROUND

Professional Experience 25+ years

Language German (native)
English (fluent)
French (basic)
Spanish (basic)

Industries Pharma
Financial Services/Banking
Special machinery and plant engineering
Industry/Engineering

Methods &
Management Skills (IT) Project Management (agile, waterfall)
Support & Operations
Stakeholder Management
Change Management
Strategic sourcing
Tactical procurement
Category management
Contract life-cycle management
Procurement S2P, P2P
Risk management



Post Merger Integration
Business development
Financial planning
Business process improvement
Service management
Near-/offshoring
Outsourcing
Vendor management
IT implementation (ERP, SaaS)
IT service management
Digitalization & digital transformation

Technical Skills

MS Office 365
SAP HR Consultant
SAP ABAP
SAP Ariba
SAP MM
SAP MDG
SAP SRM
smart by GEP
Ivalua
Coupa
ARIS
Signavio
Adonis
ServiceNow
JIRA
Orpheus
PowerBI
AirTable
Tableau
SmartSheet
Google Suite



PROFESSIONAL EXPERIENCE

Since 09/2021
Switzerland, Hungary

F. Hoffmann-La Roche AG, E2E ERP Program/Rollout, Procurement Transformation

Global Hypercare & Support Manager Procurement
Senior S2P Consultant

Responsibilities:

- Responsible for driving ramp-up and readiness of the Global Support Organization (Service Desk) for the Procurement Application Support (GEP smart) by Leading a Hypercare Task force
- Defining the Support model governance (bridging traditional tiered and agile models)
- Driving the documentation of support activities RACI and required processes
- Improving the regional support teams readiness with trainings, best practice sharing and knowledge management
- Improving the utilization of ITIL based process for incident & problem management to comply with ICFR requirements
- Improving overall service delivery (reduction of resolution times)

S2P Senior Consultant

Responsibilities:

- S2P Transformation Supporting Process Design and Business Requirements Definition of Core Template R2R (Requisition-to-Receipt)

Since 06/2020
Switzerland

Impact Procurement

Sustainable Procurement Advisor, Owner

Responsibilities:

- Providing consulting and/or freelance services for a wide range of procurement projects spanning large scale procurement excellence
- Transformation and digitalization programs across D2P, S2P and P2P
- Specialized advisory translating the shift to sustainable procurement in the required change to procurement strategies and tools - ultimately supporting a company's race to net zero.



08/2020 – 05/2021
Germany

GEA Group AG; Procurement Transformation Program
Project Manager

Responsibilities:

- Independent advisory role to COO and Head of Procurement Excellence within the groupwide Procurement Digitalization & Transformation program with the following key responsibilities
- Develop Digitalization Roadmap for Procurement & SCM
- Define (Vendor) Master Data Management Governance
- Source-to-Pay Process Design for SAP Ariba and SAP S4/Hana CP
- Project Lead Procurement Operating Model: Global Reorganization of procurement (direct/indirect)

11/2018 – 10/2019
Switzerland

Ruvercap service AG; Company spin-off
Chief Services Officer (Managing Director, Member of the Board)

Responsibilities:

- Prepared launch of factoring company spin-off
- Defined business requirements for Supply Chain Finance platform (based on SAP S4/HANA)
- Turnaround Mandate: (Interim-) CEO of Finantia AG, Bern: Initiated restructuring program for factoring, insurance, and rental services

12/2014 – 10/2018
Switzerland

Credit Suisse AG

Global Head Procurement & Sourcing Model Transformation Lead (DIR)

Responsibilities:

- Built up and ran a global team for procurement services (~ 60 staff in India and Poland); enhanced service offering & quality, reduced direct cost by 40%; delivered > CHF 100m procurement savings
- Defined digitalization roadmap for strategic / operational procurement & contract management based on process optimization
- Successfully led global S2P implementation program (> 40 FTE, Ivalua)

Global Head Regional Sourcing

Responsibilities:



- Consolidated and restructured a team of 35 tactical buyers at 11 locations
- Supported sourcing team members in complex negotiations

Global Head Tax Efficiency (Director)

Responsibilities:

- Established governance, policies, and procedures to improve tax efficiency of global supplies
- Delivered cost management initiatives to avoid double taxations

11/2009 – 06/2011
Germany

Commerzbank AG

Head of Cost Management, Group Support

Responsibilities:

- Managed a cost cutting program/team saving >300 Mio. EUR
- Supported management teams of back-office functions to identify and execute cost saving measures

Senior Specialist Group Development (VP)

Responsibilities:

- Coordinated annual strategic planning process for the executive board
- Successfully executed various strategic business development activities (Due Diligences, IPO preparation, Benchmarking, M&A)
- Implemented controlling for cost measures (> EUR 1.1 bn) and growth initiatives (>EUR 300m)

03/2001 – 05/2001
Germany

Econos Consulting

Senior Consultant

Responsibilities:

- Optimization of the service portfolio of an IT service provider for banks

10/1998 – 02/2001
Germany

PwC Unternehmensberatung GmbH; misc. projects

Senior Consultant Strategic Change

Responsibilities:



- Consulting mandates for Business Process Optimization and SAP / ERP implementations in logistics and chemical / pharmaceutical industries
- Trainer for Strategic Change Management
- Knowledge Management lead