

## Ing. Maarten A. van der Hoeven MBA PMP

Emmerich am Rhein, Germany



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### SUMMARY

Broad international and pragmatic IT professional with 36+ years of experience in the IT industry in various roles with increasing responsibilities. Experience within complex global environments. Familiar with leading large projects and programs, up to 10 Mio Euro/year and teams of 30+ people. The last 5 years, the focus was on special assignments related to M&A divestiture/carve-out/carve-in and global performance/efficiency improvement initiatives around SAP ERP. Line management responsibilities for 15+ people. Confident maintaining relationships on senior executive levels. Strong, pragmatic team player. Convinced that process, people and technology are interlinked and need to be balanced.

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### EXPERIENCE

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|-----------------------------|--|------------------------------------|
| <i>Jan. 2023 – present</i>  | <b>MvdH Freelance IT Consulting</b>  | <i>Germany/Netherlands</i>         |
|                             | <ul style="list-style-type: none"><li>- IT project management / IT interim management.</li><li>- IT Consulting.</li></ul>  |                                    |
|                             | 2023 Consulting on Enterprise Architecture Management Tool implementation (LeanIX)   |                                    |
|                             | 2024 Consulting on non-trade procurement process and procurement tool implementation   |                                    |
| <i>2022</i>                 | <b>Sabbatical</b>  |                                    |
| <i>Jan 2001 – Dec 2021</i>  | <b>Adidas Group AG</b>   | <i>Herzogenaurach, Germany/USA</i> |
| <i>Oct 2018 – Dec 2021</i>  | <b>Senior Director, Project – Corporate Financial Closing &amp; Shared Services</b>  |                                    |
|                             | <ul style="list-style-type: none"><li>- Reduced the corporate monthly closing timelines with 5 days (to D+1/D+5), during a 9–12-month agile project, covering 160+ legal entities through process and system performance optimization of SAP ERP (ECC6) and other global/local systems.</li><li>- Identified and resolved the efficiency bottlenecks in collaboration with Global Business Services (GBS) business product owners using a task force approach. 90% resolution rate and related FTE reduction.</li><li>- Provided status /meetings to Finance and GBS SVP's weekly. Monthly Steering board updates covering progress, risks, risk mitigating actions and financials (budgets/actuals) to CIO/Finance SVP's.</li><li>- Maintained project activities in Jira, collaboration through Confluence.</li><li>- Performance optimization through implementation of SAP Hana database</li><li>- First investigation/assessment of SAP ERP upgrade to SAP S/4Hana from a finance perspective (CFIN)</li></ul>  |                                    |
| <i>July 2016 – Dec 2019</i> | <b>Senior Director, Project – IT M&amp;A Divestitures &amp; Carve Out/In</b>   |                                    |
|                             | <ul style="list-style-type: none"><li>- Responsible for all the divestiture &amp; carve-in related IT activities incl. infrastructure - (adidas' brands: TaylorMade, adidas Golf, CCM Hockey, Five Ten) – 100% on time and in budget.</li><li>- Led the divestiture of TaylorMade including the separation of the adidas Golf brand in co-ordination with adidas M&amp;A, adidas Finance, adidas HR, adidas IT security department, TaylorMade's CIO/team and Private Equity Partner.</li><li>- Managed the End-2-end carve-in of the "adidas golf" brand (400+ Mio Euro business) and integrated it into the adidas systems landscape for US, Canada, Korea, Japan and UK/EU. This included the integration into the adidas business organization and the IT service/support organization. Based on the requirements coming from the agreed business and financial operation model.</li><li>- Implemented the adidas Golf brand into adidas' SAP ERP (ECC6) single client, including new system developments for adidas Golf specific requirements.</li><li>- (Data)Migration from TaylorMade's Oracle into SAP ERP environment.</li><li>- Financials (10+ Mio Euro budget) and monthly steering board presentations.</li><li>- Managed the (reverse) Transition Service Agreements incl. financials until completion – 100% on time and in budget.</li></ul> |                                    |

## Curriculum vitae Maarten van der Hoeven

- Integrated “Five Ten” in adidas overall IT environment as part of a re-organization and ensured legal data retention requirements were fulfilled.

*June 2008 – June 2019*

### **Senior Director, Global IT Competence Center Finance**

- Managed the competence center Finance within adidas Global IT, servicing the corporate HQ functions, Treasury, Tax, Non-Trade Procurement, Corporate Audit, “Governance, Risk and Compliance (GRC)”, Legal, Travel Management, Real Estate, HR (2 years).
- Responsible for implementation projects end-2-end, application support, financials (budget/actuals), line management (15-20 FTE), short- and long-term IT strategy in alignment respective business strategy,
- Implemented CoStar real estate (lease management) solution globally for adidas retail business.
- Developed and implemented reporting solution for combined adidas corporate real estate and retail real estate with focus on IFRS16 compliance.
- Rolled-out non-trade procurement (SAP SRM, SAP Ariba) and Travel Management (SAP Concur / AppZen) – reduction of maverick spend – 75%.
- Implementation and standardization of a global contract (lifecycle) management system.
- Automation of contract signature process by implementing “DocuSign”
- Built, rolled-out and enhanced financial shared services and transitioned into Global Business Services into 3 locations for the adidas Group, through organizational consolidation, standardization and harmonization of processes and systems.
- Project Manager for the new treasury payment factory (SAP BCM) and liquidity planner (SAP BW-IP) incl. a. global cash pooling concept using 5 global banks– account reduction 50%.
- Responsible for end-2-end implementation and delivery of a new Treasury Management System (FIS, 2017) for the corporate adidas treasury department.
- Managed IT projects and subsequent maintenance regarding new document and data archiving system, new treasury system (Richemont, 2008) and implementation of Accounts Payable workflow process supported by ICR/OCR reducing 10+ FTE in accounts payable.
- Rolled-out LCM (Legal Contract Management) together with business area representatives from Group Legal & Group Procurement and subsequently DocuSign for major adidas legal entities. Ambition was to create a sole source of reference for contracts for the adidas Group.
- Consulted and aligned with corporate HQ business functions on short- and long-term IT demand, process and product improvements, strategy, and financials
- Executed the end-2-end delivery of the multi-year project portfolio for the area of responsibility.
- Monthly status & financial reporting of project portfolio in accordance with corporate IT PMO and controlling standards.
- Executed RFIs/RFPs towards external IT providers and consultancies. Negotiated supplier contracts in collaboration with procurement and legal. Managed IT providers during projects.

*Nov 2005 – May 2008*

### **Senior Project Manager, Global IT Competence Center Finance**

- Implemented the new corporate consolidation system project (5 Mio Euro +), covering the adidas group consolidation, statutory and management reporting incl. forecast for 160+ legal entities - global standardization of reporting (max. 400) and interfaces (SAP SEM BCS).
- Monthly steering board presentation/update incl. financials to CFO & CIO.

*May 2004 – Oct 2005*

### **Global IT Release Manager, Global IT Process improvement initiatives**

- Implemented a Project/Program Release Management process, increasing the operational system stability.
- Defined and maintained the rolling Global IT Master Project & Initiatives Map reflecting 90+% of the global project budget.
- Enhancing the Global IT operational “resource management” process with focus on aligning resource demand and available IT capacity – reducing resource bottlenecks.

*Mar 2003 – Apr 2004*

### **Senior Project Manager, Finance & marketing**

- Set-up and execution of projects in the areas of Finance/Controlling and Marketing.
- Handling internal and external service suppliers’ budgets, delivery commitments, quality control and issue resolution.

## Curriculum vitae Maarten van der Hoeven

*Jan 2001 – Feb 2023*

### **Manager, Corporate Marketing Systems, Corporate Services & Products**

- Delivering projects and support with a team (15+) of internals and externals for several marketing and product (development) related applications.
- Transitioning and centralization of service activities to a preferred offshore service provider.
- Turnaround of one of the major projects at risk regarding product development, resolving delivery issues and secure committed scope and delivery dates.
- Implementing a SAP release concept and overall coordination of SAP ERP implementation projects and coordinated conflict resolution

*Oct 1993 – Dec 2000*

### **TRW Data Services / TRW Financial Systems Europe B.V./TRW Automotive** *Netherlands/USA*

*Jan 1998 – Dec 2000*

### **Core Process Manager, Inbound and Outbound Logistics Europe**

- Supervised the implementation of SAP ERP R3 in TRW's Automotive factories in Europe as part of the global PMO, headquartered in the Cleveland (USA).
- Standardized and harmonized core processes & products in the implementation projects for the various TRW product groups.

*Oct 1993 – Dec 1997*

### **Test and Project Manager, Banking System Supplier**

- Managed all the project on-site activities for TRW's major account in the Netherlands.
- Budget responsibility – approx. 4 million+ \$/year

*Feb 1984 – Sep 1993*

### **Software engineer/Consultant/Manager, Volmac / CAP Volmac (current: Capgemini)**

*Netherlands*

- Fulfilled assignments at clients in various roles with increasing responsibility in the areas of banking, insurance and trade.
- Programming (Cobol, CICS, IMS DB), System development & Test Management in IBM environments

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## **EDUCATION, CERTIFICATES & Others**

2018	<b>INSEAD, Digital Transformation – Driving Change in a Digital World</b>	
2010	<b>Adidas Managerial Development Program ‘Leading Leaders’</b>	<i>Herzogenaurach, Germany</i>
2008 – present	<b>Certified Project Management Professional (PMI – PMP)</b>	
2005 – 2016	<b>Represented Adidas IT in KONSAG (German DAX 30 SAP Consolidation User Group)</b>	<i>Germany</i>
2008	<b>Certified in ITIL Foundation</b>	
1998	<b>Henley Management College, Masters in Business Administration (MBA)</b>	<i>Reading, England</i>
1984	<b>Bachelor of Science (BSc) in Civil Engineering</b>	<i>Tilburg, the Netherlands</i>

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## **LANGUAGES**

	Dutch	Native
^	English	Professional
	German	Professional
	French	Limited knowledge

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## **RECOGNITIONS**

Participation in Adidas Group long-term incentive plan  
Management Pulse Check  
TRW Recognition Awards