

# MICHAEL RUBEL

SAP MANAGEMENT CONSULTANT - FREELANCE



## PERSONAL INFORMATION

DATE OF BIRTH	29.3.1982
PLACE OF BIRTH	DRESDEN
NATIONALITY	GERMAN
MARITAL STATUS	MARRIED
LINKEDIN	MICHAEL-RUBEL-138A4619
WEBSITE	NUMA-COLLECTIVE.COM

## ABOUT ME

For more than 17 years, I have been engaged in SAP projects, gaining experience across the full spectrum – from technical application consultant and project manager to strategic management consultant for large-scale SAP S/4HANA transformations.

Throughout my career, I have consistently positioned myself as the link between business and IT. This enables me to both analyze complex technical matters and define strategic directions for projects. Most recently, I held the position of Principal at Boston Consulting Group. Since March 2024, I have been performing this role as an independent management consultant, applying my acquired expertise and extensive experience to the benefit of my clients. Besides my project work, I am a Co-Founder of numa collective.

## CAPABILITIES

SAP S/4HANA TRANSFORMATIONS  
SAP ROLLOUT MANAGEMENT  
(SAP-) PROJECT MANAGEMENT  
SAP DATA MIGRATION  
SAP CARVE-OUTS/PMI

## WORK EXPERIENCE

FREELANCER Mar 2024 - present

### MICHAEL RUBEL MANAGEMENT CONSULTING

Hennef - Germany

Conception, planning and management of large-scale SAP transformations, primarily in SAP S/4HANA, as well as project leadership and interim management. Definition of strategies for S/4HANA rollout projects and oversight of all project phases up to go-live and transition to operations.

PRINCIPAL Mar 2020 - Mar 2024

### BCG PLATINIUM

Cologne - Germany

Planning, structuring and execution of large-scale SAP S/4HANA projects and digital transformations; Activist-PMO Lead for various S/4HANA rollouts, primarily in the energy and industrial goods sectors. Expert Consultant for SAP-related topics within worldwide BCG Platinium network.

SENIOR MANAGER Jan 2015 - Feb 2020

### MHP - A PORSCHE COMPANY

Essen

Execution of (SAP) data migrations and IT carve-outs in the industrial goods sector, as well as SAP S/4HANA pilot projects in the automotive industry.

SENIOR MANAGEMENT CONSULTANT Jul 2012 - Dec 2014

### DETECON - GERMAN TELECOM

Cologne/Bonn

Project Management Office (PMO) Lead for the finance subproject of a large-scale One-ERP initiative on SAP ECC, including oversight of rollout activities.

CONSULTANT Apr 2007 - May 2012

### SAP DEUTSCHLAND SE

Ratingen

Application Consultant in the area of Financials for SEM-BCS (corporate accounting), BW reporting, and master data governance.

## PERSONAL ATTRIBUTES

Solution oriented

Team-Player

Communicator between Business & IT - Central projects and rollout units

---

## LANGUAGE SKILLS

GERMAN	NATIVE
ENGLISH	BUSINESS FLUENT
DUTCH	FLUENT
SPANISH	BASIC

---

## HOBBYS AND INTERESTS

Motorsports

Cooking

Mountain Biking

## EDUCATION

BACHELOR OF BUSINESS ADMINISTRATION

Oct 2002 - Feb 2007

### HANZE UNIVERSITY

Groningen, The Netherlands

**Major:** Finance / **Minor:** Marketing

**Internship:** MLP Private Finance, Birmingham, UK

**Study Abroad:** AIHS Canberra, Australia

**Bachelor's Thesis:** Volkswagen Business Unit, Braunschweig, Germany

---

## CERTIFICATIONS

SAP CERTIFIED APPLICATION ASSOCIATE (FI/CO)

### SAP DEUTSCHLAND SE

Certification for SAP application consultant in the area of Finance and Controlling

SNP ASSOCIATE SOLUTION SELLING CRYSTALBRIDGE

### SNP AG

Certification for application of SAP data migration tool SNP CrystalBridge - market leader in SAP S/4HANA data migrations

---

## PROJECT EXPERIENCE

WESTENERGIE AG - PROJECT LEADER

Mar 2024 - present

Dortmund/Essen

Project Manager of the SAP S/4HANA Commercial Core project during the template rollout of largest subsidiary WestEnergie as part of the E.ON SAP transformation. Steering of large project team covering Finance, Controlling, Procurement, and Logistics across all project phases, managing approximately 300 resources in total. Member of the program management team for EAM/S4U@WestEnergie, with direct reporting to Senior Vice Presidents and executive management/board members.

WESTENERGIE AG - ACTIVIST PMO

Jun 2022 - Jan 2024

Dortmund/Essen

Project Manager of the BCG Platinion Activist PMO supporting the local program management during the planning and execution of the EAM/S4U@WestEnergie project. Planning of rollout and associated work packages along the project timeline, and realigning the rollout roadmap based on adjustments to the central project. Structuring and definition of work packages to achieve project objectives, providing regular "outside-in views" and contributing best practices. Managing and monitoring of system integrators (Accenture and PwC) and preparation of materials and dashboards for Steering Committee meetings (IT Rocks@WN).

Direct contacts: Dr. Holger Vogelsang (Overall Project Lead), Michael Franke (EAM Project Lead).

Essen

Subproject Lead of the (Data) Migration Factory within the E.ON S/4 United central project, collaborating with E.ON EDT and SNP AG resources. Development of industrialized rollout approach for deploying the SAP S/4HANA template to local units by scaling existing methodologies and tools. Design and implementation of the Migration Factory within the E.ON organization and coordinating the team, including leadership, local entities and implementers, while establishing migration best practices. Tracking and reporting migration progress and defect management up to go-live.

Direct contacts: Martin Humberg, Michael Pechowsky, Lars List, Axel Sneikus.

E.ON ESY/BTB - ACTIVIST PMO

Feb 2021 - Jan 2022

Essen/Berlin

Project Manager of the Activist PMO supporting the local project management during the S/4 United rollout at E.ON Energy Infrastructure Solutions (ESY) and Blockheizkraftwerks-, Träger- und Betreibergesellschaft mbH (BTB) Berlin. Structuring of project plan and steering of all local rollout activities across all project phases, from Fit-to-Standard (Fit/Gap analysis) through test migrations and process testing, to successful go-live.

Direct contacts: Christian Willing (ESY), David Weiblein (BTB).

E.ON EDG - ACTIVIST PMO

May 2020 - Jan 2021

Essen/München

Project Manager of the Activist PMO supporting the local project management for the pilot rollout of the Greenfield SAP S/4 United template at E.ON Energie Deutschland (EDG). Planning and structuring of pilot rollout in parallel to development of the SAP template. Implementing and standardizing core processes while introducing a new organizational structure. Steering of test migrations and process testing through to successful go-live, as well as training requirements for end users. Reporting directly to the CEO, CFO, and SVPs of EDG.

Direct contacts: Christoph Somborn, Dr. Torsten Flosbach.

INDUSTRIAL GOODS CLIENT - S/4HANA STRATEGY

Mar 2020 - May 2020

Friedrichshafen

Conduction of an IT system analysis, system blueprinting, and assessment of the SAP S/4HANA architecture to prepare for the S/4HANA transformation within the corporate group. Analysis of existing custom coding in systems and visualization on a heatmap to create transparency. Definition of "no-regret moves" to implement requirements in a goal-oriented manner, providing decision-making support for the C-level.

OEM - S/4HANA TRANSFORMATIONS

Mar 2017 - Feb 2020

Stuttgart

IT Project Manager and Team Lead for data migration in SAP S/4HANA transformation projects at an automotive sports car OEM, responsible for the design and implementation of finance, controlling, and procurement processes. Evaluating migration approaches and applying the hybrid Bluefield™ methodology, transitioning from a traditional waterfall model to an agile SCRUM-based approach. Managing project and resource planning for the IT implementation team, comprising of approximately 40 resources.

Stuttgart

Proof of concept to manage the agile project approach for SAP S/4HANA projects using SAP Solution Manager Focused Build. Planning and coordination of work packages, managing project team, and preparing and presenting results on SVP level.

BUILDING MATERIALS PRODUCER - SAP IT CARVE-OUTS     Jan 2016 - Sep 2016

Duisburg/Düsseldorf

Project Manager of several technical carve-out projects for the divestiture of sales subsidiaries from the corporate group as part of PMI activities. Concept creation for the technical separation of IT landscapes and target architecture infrastructure design, taking into account both the buyer's and seller's system landscapes. Planning and structuring of project plans, defining the necessary phases to ensure data compliance and quality, as well as Day-1 readiness.

AUTOMOTIVE TIER-1 SUPPLIER - SAP MDG  
IMPLEMENTATION

Jan 2015 - Dec  
2016

Schwalbach (Taunus)

Implementation of SAP Master Data Governance for comprehensive management and maintenance of master data within client's SAP systems. Establishing a governance framework to oversee master data management processes across the corporate group and aligning solution requirements with stakeholders. Workflow development and test coordination as well as data validation with the relevant business units.

MULTIPLE CLIENTS - SAP SEM-BCS AND BW REPORTING     Apr 2007 - May 2012

Germany/The Netherlands

Implementation of SAP SEM-BCS for corporate accounting processes at various clients in the consumer goods and industrial goods sectors, as well as development of legal and management reporting within the SAP BW system. Requirements alignment and coordination between business units and IT to ensure targeted implementation in the system.