



Profile Summary



Expert in driving tangible business outcomes by successfully leading an ERP program as program manager, or a business function as interim manager (supply chain, IT, business consulting), or assisting clients with IT business strategy as advisor. Led 10+ major ERP programs (large scale and scope, global/multi-location, high complexity, long-term, significant investment) in senior roles often on the client-side. Turned-around several troubled programs and successfully completed interim management assignments in supply chain and technology consulting. Delivered major ERP programs (greenfield, brownfield, and global roll-out) in the EU, and North and South America across various industry sectors, predominantly: energy and resources, manufacturing, and public sector.

Character traits: curious, bold, decisive, dependable, disciplined, structured, empathetic, relentless, resilient, self-reliant, open and honest.

Key skills

- Executive leadership
- Strategic thinking (IT Business Strategy)
- Target operating model
- Business process improvement
- Application Architecture
- Cost-benefit-analysis
- Business case development
- Financial planning
- Organizational change management (Adkar)
- Project management review (C-level)
- Leadership development
- Interim management
- Turnaround management (recovery, stabilization)
- ERP program delivery
- SAP S/4 HANA, Dynamics 365
- Embedded AI
- Software selection
- Vendor management

Career highlights

Aliaxis / IPEX is a leading North American manufacturer of thermoplastic piping systems, selected SAP S4/HANA as enterprise-wide ERP platform to improve operational excellence and facilitate growth. As program director for IPEX, I led a team of 150+ FTE to implement SAP S4/HANA (RISE with SAP). Worked closely with C-level team, business leads, and system integrators. Strategy: Fit-to-standard approach. Clean core SAP.

Algonquin Power is a Canadian renewable energy and regulated utility company (electricity, water and gas) with over 1.2 million connections selected SAP S/4 HANA and other enterprise-wide applications to transform their business model and operations. As Program Director for Algonquin Power, I led the initiation and planning of the overall business transformation program (CAD \$400 M) and in parallel several SAP delivery initiatives. Worked closely with C-level team, business leads, strategy consulting firms, and system integrators.

The **City of Toronto**, the 4th largest City in North America, wanted to implement a standard financial planning and control solution (SAP) to manage the annual budget cycle of a CAD \$9 B operating budget. As Project Director for the City, I worked closely with the CFO, Director Financial Planning, Heads of Departments, functional/technical leads, and the system integrators on the solution design, implementation and stabilization.

As Interim Chief Operating Officer, of **DycoTrade**, I provided executive leadership to the consulting, development, and managed services teams (60 professionals). Contributed to the business strategy. Implemented several performance improvement initiatives. Oversaw the project delivery of leading CTRM – Commodity Trading and Risk Management solutions (Dynamics 365) to trading companies worldwide.



Bas de Baat – Managing Partner

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Career History

04/2025 – present

Nexium Advisory - Managing Partner

Senior Leader, adept in driving change and business outcomes through major digital transformation programs (SAP, ERP) and operational excellence initiatives, working closely with senior stakeholders, serving in roles such as program manager, interim manager, or advisor.

Nexium Advisory is a boutique consulting firm, based in The Netherlands, offering focused expertise in realizing measurable outcomes through digital transformation programs and performance improvement initiatives. We are experts in program -, interim -, turnaround management, and strategy consulting. We are a network organization of seasoned professionals with a management consulting background, who are passionate about partnering with customers to tackle their most pressing challenges, and to guide them towards a stronger operating model. We seek to understand first, plan, execute, and deliver results that matter most, earning lasting trust.

01/2012 – 03/2025

The Alchemy Group Inc. - Independent Management Consultant

Senior leader, expert in leading large scale, complex digital transformation programs (SAP, ERP) and operational excellence initiatives across various industries in Canada/US and The Netherlands, serving in roles such as program manager, interim manager, or advisor:

- **DycoTrade – 04/2023 - 03/2025**, See career highlights section. Major accomplishments:
 - Reorganized the operating model to enhance agility and cross-functional collaboration.
 - Established a new management structure, creating pathways for emerging leaders.
 - Launched a PMO and instituted project portfolio management to ensure delivery excellence.
 - Directed a diverse portfolio of global initiatives.
 - Redesigned and deployed a new project delivery methodology.
 - Scaled the organization by attracting and integrating new top talent.
 - Successfully reversed business performance, achieving a 40% YOY increase in service revenue.
- **Aliaxis - 07/2021 - 02/2023**, a leading manufacturer of piping products. **Program Director** of a greenfield (RISE) SAP S/4 program (CAD \$80M) for the NA business unit (IPEX), standardizing processes for integrated business planning, order-to-cash, procure-to-pay, manufacture-to-deliver, warehouse - and transportation management, and record-to-report to foster growth and achieve efficiencies. PWC and EY as system integrators
- **Hydro One - 01/2020 - 06/2021**, the largest hydro utility company in Ontario, Canada. **Project Director** of a business transformation project (CAD \$10M) to implement a distribution network design solution (SAP S/4 and AutoCAD), to improve workforce productivity and customer service. PWC as system integrator
- **Hudbay Minerals - 07/2019 - 12/2019**: a copper-focused mining company with projects in Canada, US and Peru. **Project Director** of the Createch Consulting team conducting an SAP S/4 upgrade project by standardizing and harmonizing finance and supply chain processes
- **Kruger Products - 07/2019 - 12/2019**: Project Director of the Createch Consulting team providing oversight to an SAP upgrade project. In parallel advised the Kruger's senior leadership team on a new plant roll-out and how SAP could enable the target operating model. Kruger Products is Canada's leading manufacturer of quality tissue products for household, industrial, and commercial use.
- **City of Mississauga - 07/2019 - 10/2019**: a large city with 750,000 citizens in Ontario, Canada. **Project Director** of the Createch Consulting team leading a transformative supply chain management project (SAP S/4) to standardize processes
- **Brenntag – 07/2019 - 09/2019**: a global market leader in chemical and ingredients distribution. **Project Director** of the Createch Consulting team, advising and preparing for an SAP S/4 upgrade project of finance, sales and supply chain processes for the NA BU



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- **Algonquin Power & Utilities (AQN) - 01/2017 - 06/2019**, a Canadian Power & Utilities company with \$ 10 B in assets and 758,000 customers in North America. Acted as **Program Director** for AQN, working with multiple system integrators, preparing a business transformation program (CAD \$400 M) to foster growth and achieve cost efficiencies for finance, supply chain management, customer service, and maintenance process, with SAP S/4, GIS, SCADA and AMS as technology enablers
- **Owens Corning - 07/2016 - 12/2016**: an American company that develops and produces insulation, roofing, and fiberglass composites and related products. **Project Director** of the Fujitsu Consulting team managing several SAP /4 initiatives to improve manufacturing and supply chain processes for Owens Corning US
- **OpenText - 04/2015 - 07/2016**: the largest Canadian technology company. **Senior Program Manager** of a greenfield SAP S/4 initiative (CAD \$15 M), implementing leading practices for integrated business planning, order-to-cash, procure-to-pay and record-to-report processes
- **Hydro One - 08/2014 - 03/2015**: the largest hydro utility company in Ontario, Canada. **Senior Program Manager** of a number of initiatives to trouble-shoot, stabilize and enhance the SAP customer relationship & billing solution.
- **City of Toronto - 04/2012 - 07/2014**, the 4th largest City in North America with 3 M citizens. **Project Director** of a city-wide transformative initiative (CAD \$40 M) to implement a financial planning solution (SAP) for a CAD \$9 B. operating budget. IBM as system integrator
- **Bailey Metals - 01/2012 - 03/2012**, one of the largest Canadian manufacturers of metal profiles for the commercial and residential construction industry. Prepared a high-level SAP solution design as **Solution Architect** for finance, sales and supply chain processes.

11/2009 - 12/2011 **Deloitte - Senior Manager (Canada)**

Senior Manager in the Toronto consulting practice of Deloitte Canada, leading the Canadian SAP Supply Chain Management team (25FTE). Responsible for: project delivery, business development and sales, talent development and quality management.

- Led the SAP implementation project at IMAX, manufacturer, and distributor of 3D cinematography
- Led the SAP (APO) supply chain planning implementation projects at Tim Hortons, Canada's favorite quick service restaurant, and at Kruger Products, Canada's largest tissue paper manufacturer
- Led the SAP (APO) implementation project at Enwin Utilities, a large power utility company in Windsor, Canada

11/2003 - 11/2009 **IBM - Senior Managing Consultant (Canada)**

Senior Managing Consultant in the Calgary and Ottawa consulting practice of IBM Canada leading SAP projects and business development activities.

- Led the upgrade from SAP R/3 to SAP ECC at the Department of National Defence, and Bank of Canada
- Led the implementation of a highly secured SAP solution to support onboard engineering and maintenance processes at the Canadian Navy
- Took over a troubled implementation of an SAP tax and revenue management solution for the Government of Aruba and led that to a successful deployment
- Led the implementation of a new SAP supply chain management solution at Suncor Energy, Canada's largest integrated Oil & Gas Company

12/2001 - 11/2003 **IBM - Managing Consultant**

Managing Consultant in the Amsterdam consulting practice of IBM NL, leading SAP projects and business development activities.

- Led an international sales team that conducted detailed planning and scoping, and delivered a complex €25 M bid for a major SAP implementation at KLM Engineering & Maintenance



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- Led the implementation of a document management solution for KLM Engineering & Maintenance
- Managed the SAP services portfolio for a key account, Dutch Railways
- Led the implementation project of SAP collections and disbursement at Interpolis, a large Dutch insurance company

07/2000 - 12/2001 **Toyota Industrial Equipment - VP Operations**

Toyota Industrial Equipment NL is the exclusive distributor of industrial equipment for the Dutch market, with 150 employees and revenues of about €75 M. Accountable for 115 employees in procurement, inventory management, assembly & finishing, distribution, customer service, quality management and IT. P&L responsibility of €20 M for customer service.

07/1997 - 07/2000 **PricewaterhouseCoopers - Senior Consultant**

Delivered SAP solutions as business consultant and subsequently as solution architect and project manager.

- Delivered an SAP supply chain and maintenance solution for the world's leading expert in industrial heavy lifting and transportation. Subsequently led the roll-out to Germany, Belgium, and the UK.
- Delivered an SAP supply chain and maintenance solution for a transshipment company of iron ore.
- Turned-around troubled business operations after a failed SAP implementation at Dutch division of one of the largest global suppliers of material handling solutions

01/1994 - 07/1997 **Voortman Office Furniture - Manager Supply Chain**

Led the supply chain management team at Voortman, a major player in the Dutch market of office furniture with €20 M in revenues. Responsible for procurement, production planning, distribution, customer service, and key account management. Completed cost optimization project and ISO-9001 certification program.

08/1988 - 08/1989 **Assistant Accountant EY**

Education and Qualifications

- Master's degree in economics, VU University Amsterdam, Graduation in 1994 (Main subjects: Business Management, Supply Chain Management, Finance, Marketing, and Information Systems)
- Management Development Programs at IBM and Deloitte (2006 – 2011)
- Certified in SAP by SAP and PWC (1997 onwards)
- Certified Project Management Professional (PMP), Project Management Institute 2005
- Certified Senior Management Consultant, IBM 2005
- Certified Senior Project Manager, IBM 2008
- Certified by DeepLearning.AI in foundational AI (2025)
- Certified by IBM in GenAI for Executives and Business Leaders (2025)

SAP

20+ full-cycle implementations, R/3, ECC, S4/HANA (1511 onwards), On-premise, Cloud, SAP Activate, RISE, GROW, Signavio, SAP Build, Concur, Fieldglass, SuccessFactors, BI, BTP, Embedded AI

Language

Dutch (native), English (native), French (B2), and German (B2)

Publications

- Book: *Think. Change. Achieve. - Business transformation in a disruptive environment (2019)*