HAJÓS, Csaba - Curriculum Vitae

KEY EXPERIENCE

- **PMI/PMP and PRINCE2 (2009) Practitioner certified** project manager, having experience both in **Agile** and in **Waterfall environment**
- **SAP process, end-user and configuration knowledge (in all key modules), cutover and migration tools expertise**
- **Working as a professional project manager / business analyst role, my tasks covered the following:** defining scope of the project, planning, managing, and participating in the whole lifecycle of projects from conceptualization, requirement gathering and engineering to post implementation support via migration and user acceptance test (UAT), including the definition of acceptance criteria.
- **Experience in key project management methods** (also by applying LEAN methods): cost-benefit analyses, stakeholder-management, root-cause analyses, variance analyses, different type of planning (top-down, bottom-up, critical path analyses), time management, cost management, risk management.
- **Managing cost-scope-quality of projects** to ensure that the results are in line with the customers' expectations.
- **Tracking and reviewing progress and preparing consolidated status reports for project boards**
- **Preparing issue reports, making recommendations and managing their approval**
- Working with business representatives, architects, consultants, senior management, and SMEs to ensure integration across all areas.
- Proactively managing the work of the team, also content-wise giving direction to the project (by defining possible solution scenarios, recommending optimal solutions)
- Having experience working as management consultant (in project manager and expert role)

SYSTEMS / APPLICATIONS / SPECIALITIES

- **Project management:** PMP, PRINCE2, HERMES, SCRUM, KANBAN, MS Project, Waterfall methodology
- **SAP R/3** FI, CO, SD, MM, MDG, S4 HANA experience
- **Process management:** BPMN, process mining (Celonis), Aris, Visio
- **Project management and collaboration tools**: MS Project, Jira, Redmine, MS SharePoint, Confluence, Trello
- **MS office:** professional level knowledge of PowerPoint, Word, Excel
- **Programming capabilities**: SQL (basic), ABAP (basic)

PROJECT EXPERIENCE

09/2025 – 12/2025   Dreher Breweries / Asahi group (external contractor)

Project: Group template implementation

Position: Business Project Lead

- Managing the local activities of fit-gap analysis of the group template solution at the Hungarian entity (Dreher)
- Setting up the project organisation and governance
- Managing the completion of business case
- Planning data migration activities on business side

11/2024 – 08/2025   Vodafone / One Hungary (external contractor)

Project: Merge of One Hungary legal entities (8 entities merged into 2 company codes)

Position: Cut over and Migration stream lead

- Planning and managing cut over and migration activities
- Defining cut over and migration strategy and both business and technical activities, plan
- Planning and coordinating cut-over
- Merging 8 legal entities' data into one S4 HANA system
- Managing the cut over and migration on delivery side (10 consultants)
- Defining migration stream governance
- Continuous tracking of progress and issue resolution
- Providing status for senior management

03/2024 – 01/2025   Vodafone Hungary (external contractor)

Project: SAP S4HANA separation (unbundling) of infra and trading companies

Position: Project manager, cut over and migration stream lead

- Defining cut over and migration strategy and both business and technical activities, plan
- Managing the migration of data to target system
- Managing data cleansing activities
- Unbundling (split) of infrastructure and trading companies
- Planning and managing the projects on delivery side (80+ consultants)
- Defining project and program governance
- Continuous tracking of progress and issue resolution
- Providing status for senior management
- Cost tracking
- Managing changes to project

11/2023 – 08/2024   Vodafone Hungary (external contractor)

> **Project:** SAP S4HANA carve-out
>
> **Position:** Project manager, cut over and migration stream lead
>
> - Carve-out and relocate (to own-managed AWS cloud infra) of Hungarian SAP system (4000 users) from Vodafone group system
> - Planning and managing the projects, cut over and migration on delivery side (80+ consultants)
> - Defining project and program governance
> - Continuous tracking of progress and issue resolution
> - Providing status for senior management
> - Cost tracking
> - Managing changes to project

04/2023 – 10/2023   Greiner Group Austria (external contractor)

> **Project:** Preparation for S4/HANA implementation
>
> **Position:** Master Data Team lead (senior consultant)
>
> - Defining master data maintenance processes
> - Preparing Business Partner concept
> - Configuring SAP MDG

02/2022 – 03/2023   Thales RSS (external contractor)

> **Project:** Preparation for and implementation of Microsoft ERP (Business Central) and BI system (Power BI) implementation
>
> **Position:** Project manager
>
> - Defining the requirements of the newly implemented ERP and BI system, logical system map
> - Preparing roadmap for implementation
> - Manging the implementation (development, testing, migration, cut-over)
> - Continuous progress checking and managing change requests
> - Budget tracking and reporting

08/2019 – 01/2022   MOL GROUP (external contractor)

> **Project:** "Credit Agility" project
>
> **Position:** Business and IT Project manager
>
> - Implementing new SAP R/3 add-on (Serrala FS2) to support group-wide credit management treasury activities with the aim to simplify and automate manual credit management processes.
> - Managing both IT and business side activities of the project.
> - Providing regular status and progress updates to senior stakeholders.
> - Managing external developers, continuous progress checking.
> - Maintaining raid logs.
> - Project budge tracking and reporting.

PROJECT EXPERIENCE IN SWITZERLAND (2013 – 2019)

Projects in Switzerland were mainly related to bank's market and credit risk management function.

2017 – 2019   **Credit Suisse Bank (Zürich)**

Project: Implementation of IMM (Internal Model Methodology) risk calculation methodology

Position: Project manager

- Defining and managing the implementation of automated and manual controls that ensure complete and accurate data processing
- Managing the necessary IT developments on the business side to support the efficient control execution

2016 – 2017   **UBS Bank (Zürich)**

Project: Renewal of group wide risk reporting and analytics solution

Position: Lead Business Analyst

- Participation in the definition of new group-wide risk reporting and analytics architecture
- Managing the development on the business side

2015 – 2016   **Credit Suisse Bank (Zürich)**

Project: BCBS 239 risk-to-finance reconciliation work stream

Position: Business and IT Project Manager

- Implementation of BCBS (Basel Committee) 239 compliant risk-to-finance reconciliation processes in the Private Bank area
- Defining the solution and ensuring the developed solution meets quality expectations
- Preparing and maintaining plans, reporting status against plans
- Reviewing work package status and providing regular status updates on program level
- Maintaining RAID (risks, assumptions, issues, dependencies) logs

2013 – 2015   **UBS Bank (Zürich)**

Project: Client Data Confidentiality program

Position: PMO Consultant

- Managing Client Data Confidentiality certifications for applications
- Managing the implementation of remediation actions to ensure data quality requirements
- Reviewing work package status and providing regular status updates on all levels (project and program) and maintaining RAID logs (risks, assumptions, issues, dependencies)

Project: Renewal of group wide regulatory interest rate risk reporting

Position: Project manager

- Set up of new group-wide regulatory interest rate risk reporting and related DWH solution (BASEL II, PILAR 3 / FINMA 2008/06 report)
- Full automation of legacy manual reporting process, significantly decreasing reporting time
- Definition and implementation of target operating process, design of reporting processes and solution, defining and documenting new processes ('To Be process')
- Managing the developments: defining the tasks, continuous overview of the development process

PROJECT EXPERIENCE IN HUNGARY (- 2013)

2011 – 2012 **Richter Gedeon Pharmaceutical Company**

Project: <u>SAP R/3 roll out</u> for the Western European subsidiaries (altogether 5 premises)

Position: Project manager

- Gathering and documenting business requirements that relate to procure to pay, order to cash and warehousing processes. The requirements were documented in Visio (input, output, system support, responsible).
- Checking that all requirements are included in the detailed design documentations and that the design is in line with the intended functionality of the system.
- Planning testing of processes and implemented SAP functions. Ensuring that all planned functions are tested and checking results of testing.
- Preparing traceability matrixes among requirements, detailed design documents and test plans.

2012 **Heineken Breweries**

Project: Financial shared service set up and <u>SAP R/3 MDM implementation</u>

Position: Project manager

- Defining the new data management organisational requirements and function descriptions
- Process reengineering in relation to new organization
- Performing data cleansing
- Configuring MDM

2011 **MAVIR Zrt.**

Project: Renewal of <u>SAP R/3 Controlling</u> rules and regulations

Position: Project manager

- Reviewing controlling processes, KPIs, controlling regulation
- Recommending improvement to controlling practice to fully utilize SAP possibilities
- Reviewing controlling structures.

2008 - 2010   ELMÜ-ÉMÁSZ Company Group (utility sector)

Project: ISU 2010 (Unbundling, separation of network operator and supplier; SAP R/3 IS-U reimplementation)

Position: Data cleansing and migration team lead

- Understanding the business requirements for migration and data cleansing
- Conceptually planning data cleansing and migration methods (automated, manual or semi-automated)
- Mapping master old and new master data models
- Defining and managing data cleaning activities: detailed planning in MS Project, continuous tracking of progress, acting if a difference is identified from the original plan
- Managing the development of migration and data cleansing programs (language: SAP R/3 ABAP)

2008 - 2009   OTP Bank

Project: Operational efficiency improvement, renewal of management reporting processes of the bank back office area

Position: SAP MIS team leader, deputy project manager

- Developing methods to overview capitalised and operating expenditure spending
- Recommending operational efficiency improvement actions and managing their implementation

2006 – 2009   Business process and SAP R/3 audits (via PricewaterhouseCoopers)

End clients: Telekom Zrt., Richter Gedeon Pharmaceutical Company, Audi Hungary, Opel Hungary, Samsung Electronics, Exxon Mobile, Electrolux Lehel and various other companies

- Reviewing financial and logistics processes and their implementation support (SAP R/3 FI, CO, MM, SD modules)
- Evaluating controls in the processes (both manual and automated)
- Propose recommendations to increase security of SAP systems and establish tighter control environment

LIST OF EARLIER MAIN SAP R/3 RELATED PROJECTS:

Client: MÁV CARGO (2008) **Project description:** SAP R/3 implementation **Personal contribution:** reengineering and optimizing the business processes by considering the SAP R/3 processes, recommending optimal procurement processes, documenting the new processes in ARIS, understanding of business requirements of asset management, project system and sales processes, translating the business requirements to functional requirements, preparing blueprint document.
Client: CIB Bank Group (2007) **Project description:** Implementation of SAP R/3 core modules (financial, controlling, logistics). **Personal contribution:** As part of the implementation, managing the migration tasks (including logistics, finance and controlling data).

Client: MOL Hungarian Oil and Gas Company (2006) **Project Description:** SAP R/3 standardization project **Personal Contribution:** Detailed review of operative chart of accounts and controlling structures from operational and IT effectiveness point of view and proposing and implementing the proposed changes.
Client: MAVIR Zrt. (2006) **Project description:** SAP R/3 implementation **Personal contribution:** reengineering and optimizing the business processes by considering the SAP R/3 processes, recommending optimal procurement processes, documenting the new processes, understanding of business requirements, translating the business requirements to functional requirements.
Client: Hungarian Mutual savings Bank (Takarékszövetkezeti Bank) (2003) **Project description:** SAP R/3 implementation **Personal contribution:** client-side project management and quality assurance.
Client: FŐTÁV Zrt. (2001-2002) **Project description:** SAP R/3 implementation **Personal contribution:** defining target SAP R/3 FI-CA processes

EDUCATION

1995 – 1998	College for Finance and Accountancy BA in Economics, specialized in Financial Institutions
1993 – 1998	Technical University of Budapest M.Sc. in Electrical Engineering, major in Telecommunication

CERTIFICATES, TRAININGS

- o Celonis Business Analyst (2020)
- o Celonis Data Engineer (2020)
- o PMI/PMP certification (2018)
- o PRINCE2 2009 certification (2017)
- o HERMES Foundation Level (Project management), 2015
- o Lean Six Sigma Green Belt certification (2015)
- o CISA (Exam expired), 2000

LANGUAGE SKILLS:

ENGLISH	–	Fluent (full business proficiency)
GERMAN	–	Limited working proficiency (B1 level)
SPANISH	–	Basic understanding (A1 level)