

Ing. Maarten A. van der Hoeven MBA PMP

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. 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.

EXPERIENCE

Jan. 2023 – present **MvdH Freelance IT Consulting** *Germany/Netherlands*

- IT project management / IT interim management.
- IT Consulting.

2022 **Sabbatical**

Jan 2001 – Dec 2021 **Adidas Group AG** *Herzogenaurach, Germany/USA*

Oct 2018 – Dec 2021 **Senior Director, Project – Corporate Financial Closing & Shared Services**

- 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.
- 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.
- 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.
- Maintained project activities in Jira, collaboration through Confluence.

July 2016 – Dec 2019 **Senior Director, Project – IT M&A Divestitures & Carve Out/In**

- Responsible for all the divestiture & carve-in related IT activities - (adidas' brands: Taylormade, adidas Golf, CCM Hockey, FiveTen) – 100% on time and in budget.
- Led the divestiture of Taylormade including the separation of the adidas Golf brand in co-ordination with adidas M&A, adidas Finance, adidas HR, Taylormade's CIO/team and Private Equity Partner.
- 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 organization. Based on the requirements coming from the agreed business and financial operation model.
- Implemented the adidas Golf brand into adidas' SAP ERP (ECC6) single client, including new system developments for adidas Golf specific requirements.
- (Data)Migration from Taylormade's Oracle into SAP ERP environment.
- Financials (10+ Mio Euro budget) and monthly steering board presentations.
- Managed the (reverse) Transition Service Agreements incl. financials until completion – 100% on time and in budget.
- 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 and Real Estate.
 - o Responsible for projects end-2-end, financials (budget/actuals), line management, short and long term IT strategy in alignment with business counterparts and their respective business strategy,
- Rolled-out Non-trade procurement (SAP SRM, SAP Ariba, Coupa) and Travel Management (SAP Concur / AppZen) – reduction of maverick spend – 75%.
- 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.
- 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 reporting of project portfolio in according with corporate IT PMO standards.
- Executed RFI/RFP's towards external IT providers and consultancies. Negotiated supplier contracts in collaboration with procurement and legal.

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 and issue resolution.

Jan 2001 – Feb 2003

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.

Netherlands/USA

Jan 1998 – Dec 2000

Core Process Manager, Inbound and Outbound Logistics Europe

- Supervised the implementation of SAP ERP in TRW's Automotive factories in Europe as part of the global PMO, headquartered in the USA.

Curriculum vitae Maarten van der Hoeven

- 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

- Handled and coordinated all the project on-site activities for TRW's major account in the Netherlands.
- Managed Budget – 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.

EDUCATION & CERTIFICATES

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

LANGUAGES

Dutch	Mother tongue
English	Fluent
German	Fluent
French	Limited working knowledge

RECOGNITIONS

Participation in Adidas Group long-term incentive plan

Management Pulse Check

TRW Recognition Awards