

Pierre-Louis Ouarmin

SAP Finance Deployment

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Executive Summary

Senior Programme Manager with 20+ years of international experience delivering complex SAP Finance deployments, carve-outs, and digital transformations across Europe, APAC, EMEA, and the Americas. Recognised for leading large cross-functional teams, ensuring cutovers within deadlines, and driving measurable value in high-stakes environments.

Core Expertise

- **ERP Leadership:** SAP S/4HANA, ECC Finance, Ariba, SuccessFactors, Concur
- **Transformation Programmes:** Carve-outs, Finance transformations, IFRS / regulatory compliance
- **Delivery Leadership:** PMO setup, TOM design, change management, C-Suite stakeholder engagement
- **Industries:** FMCG, Financial Services, Insurance, Pharma, Manufacturing

Key Programme Experience

Unilever / Upfield – Deployment Programme Lead (SAP S/4HANA)

Global carve-out (€6B division) → Deployed SAP Finance & Supply Chain across 39 countries.

- Delivered pan-European cutover 7 months post-TSA, meeting all contractual deadlines.
- Directed multi-vendor SI ecosystem (Accenture, Wipro, PwC, Deloitte).
- Managed functional scope covering Finance, Supply Chain, HR, Commercial Ops.

Ernst & Young (E&Y) – Senior Programme Manager (SAP ECC Mercury)

Led Finance & HR deployment across France & MEA.

- Integrated SAP ECC into regional operations while ensuring regulatory compliance.
- Directed change management, training, and organisational design for >2,000 users.

AXA Group – Head of Country Change (Finance Transformation)

- Supported IFRS localisation & Core Accounting deployment.
- Drove process reengineering and cultural adoption at country level.

Accenture / Bayer – Senior Programme Manager (Carve-out & Deployment)

- Managed localisation & deployment of ERP and Finance solutions during €2.5B carve-out.
- Directed IT deployment, governance, and vendor management (Avanade).

ATOS Consulting – SAP HANA Project Director

- Led Finance & IT integration in post-acquisition context.

Early Career Highlights

Royal Bank of Canada (Carve-out), LafargeHolcim (Divestiture), Vygon (ERP INFOR M3 Finance), HSBC (Card Mgmt), Orano (CIO South Africa), BBC (Technology Transformation), AXWAY, WIPRO, European Commission.

Education & Languages

MBA – Paris CCI

MA – INALCO Paris

Languages: English (fluent), French (native)