



PIOTR JAKUBOWSKI

Senior Project Manager

Born 1972



SIDEKICK NETWORK
selected experts

- Over 26 years of experience in IT Project, Program, Portfolio Management, Transition & Transformation, Change Management, Release Management, Service Delivery, Consulting and Procurement (incl. SAP project experience, S/4Hana, ECC and Ariba)
- Excellent knowledge of PM tools: MS Project, SAP PPM, ServiceNow, JIRA, Clarity, Confluence, Documentum, MS SharePoint and many others
- Deep pharmaceutical industry experience with clinical trials & drug development, clinical research, R&D, GxP & CSV, mobile apps, medical devices, Big Data, ERP, CRM, supply chain, procure-to-pay, digital transformation, biopharma, lab automation
- More than 9 years SAP Supply Chain and Procurement Project experience



EDUCATION

2002 – 2004	University of Central Lancashire, Preston (North West England) Master of Business Administration
1991 – 1996	AGH University of Science and Technology, Kraków (Poland) Master of Science in IT, Information Technology Project Management

CERTIFICATION / FURTHER EDUCATION

2013	ITIL Service Manager
2013	PRINCE2 Practitioner
2013	Scrum Master
2012	PRINCE2 Foundation
2011	ITIL Practitioner
2010	Lean Six Sigma Green Belt
2009	Project Management Professional (PMP)

EXPERIENCE / BACKGROUND

Professional Experience	26+ years
Language	Polish (native) English (fluid) Spanish (intermediate) Russian (basic)
Industries	Aviation Manufacturing Consumer Goods Pharma Lottery Banking / Finance Public Insurance Healthcare Oil & Gas Telecommunications



Methods &
Management Skills

Project/Program Management (Novartis ICE, PMP (PMI), Scrum, Hermes, Prince2)
Program Management Office
Compliance and regulatory industries (GxP)
Supply Chain Management
IT Service Management
Service Delivery
Change Management
Vendor Management
Quality Management
Application Development
Business Process Management
Client / Server / Cloud Migration Projects
Release Management
Transition and Transformation, Mergers and Acquisitions

Technical Skills

MS Azure Cloud, Azure
MS SQL
MS Visual Studio
MS Office 365
MS SharePoint
MS Project
JIRA
Confluence
Clarity
SAP Ariba
SAP S/4HANA
SAP (BI, BPM, BRM, ECC, FCIM, FI/CO, GE, IS-Banking, MES, SCM, SCM/APO DP, SCM/APO SNP, SCM/APO PP/DS, MDM)
.NET, Python, Java, JavaScript, PHP, Ruby, PL/SQL, XHTML, HTML,
Open Source, ColdFusion, Perl
Amazon Web Services (AWS)
Cognos
AIX
Red Hat
DB2
CTREE
portals
Google Cloud
CA Broadcom
Drools
IBM MQ
ServiceNow



SonarQube
Adcubum Sirius
Verinice
Oracle (Financial Applications, DB, E-Business Suite, BI Publisher)
TREE
Streamline
TIA
Springboard
GMS4
Linux
Puppet
RPM packaging
WebDNA
Synergy
Crystal Reports
Instantis EnterpriseTrack



PROFESSIONAL EXPERIENCE (SELECTED PROJECTS)

Since 08/2021

Hilti, SAP MES Integration with S/4 HANA & Global Roll Out Project Manager

Responsibilities:

- The Hilti Management decided to boost production efficiency and save costs, by integrating SAP MES with S/4 HANA, and among others to improve quality control, increased uptime, reduce inventory, product tracking and genealogy. This project was a part of a global IT program to move Hilti IT systems from On-Prem to Cloud.
- A project scope of integration MES with S/4 HANA covered: Resource allocation and status, Operations/detailed scheduling, Dispatching production units, Document control, Data collection and acquisition, Labor management, Quality management, Process management, Maintenance management, Product tracking and genealogy, and Performance analysis.
- From a delivery perspective, a project team addressed the following areas: S/4 HANA-MES Integration (PP-MES; components: Production Orders / PP-SFC, Material Requirements Planning / PP-MRP, Inventory Management / MM-IM), DRF Integration for MES Processes (Maintenance order, Goods movement, Work center, Routing, Equipment, and Material), Production Order Integration, and Planned Order Integration.

07/2020 – 12/2020

European Parliament, Project Management Framework Implementation Project Manager

Responsibilities:

- As Project Management Expert designed and implemented from scratch a workflow solution to support Project/Program/Portfolio Managers creating, reviewing and updating project management documentation based on the European Parliament ENGAGE framework (SAFe/Scrum, Waterfall). This solution covers requirements of 12 Directorates, especially DG ITEC that is in charge of IT projects. It is integrated with many other European Parliament systems.
- From a project management perspective there were multiple challenges, risks and issues to be addressed and mitigated,



among others a full remote work of many teams incl. European Commission ones.

- A project scope covered also ENGAGE framework workshops, trainings and certifications as well as a massive update of the ENGAGE Intranet site. A daily use of ENGAGE as the main PM framework increased from 38% before the project start date to almost 85%.

01/2020 – 06/2020

Generali, Technical Debt Program

Program Manager

Responsibilities:

- Technical Debt Program contained 8 Business-critical solutions that had to be upgraded to the new software version: Oracle DB, Drools (Business Rules Management System), IBM MQ, hybrid solution consisted of CA ServiceDesk Manager and ServiceNow and many others. A program scope also covered Automation of Batch Processes, creation of Central Batch Repository and documentation as well as Test Automation (UAT) based on tools like Cypress and Cucumber.
- The internal Generali was supported by suppliers from different countries, among others TCS India (Offshore Development), Avectris (Infrastructure / Data Center), PRIMA Italy (Software Development), itdesign Germany (Broadcom Clarity partner). A program team was supported by Steering Committee which included among others CIO and Head of Risk Management.

07/2019 – 12/2019

Euroclear, Multi-Factor Authentication (MFA)

Program Manager

Responsibilities:

- A project scope covered many business-critical Core Banking applications, among others Oracle Financial Applications (Assets, General Ledger, Payables, Receivables, Cash Management, Tabs) as well as Internet Banking. Depending on channel and region authentication factors included hard and soft tokens, One Time Password (OTP) and biometrics, e.g. thumbprints. Solution was designed to be fully compliant with GDPR.
- Penetration tests showed that all known types of hacker tools and attacks were ineffective, incl. Zeus malware kit, SilentBanker Trojan, URLZone1 + Credential Stealing,



Channel Breaking and Content Manipulation attacks + Browser Rootkit technique. What has been done to implement MFA without working weekends: 1. Business Case was created to obtain funding and senior management support 2. Solid project plan for MFA (incl. high-risk systems and applications) 3. Outside resources selection: software and consultants 4. Pilot 5. Avoid Big Bang approach 6. Transition to Operation.

01/2019 – 06/2019

Rolls-Royce, Intelligent Lifting & Design Optimization Portfolio Manager

Responsibilities:

- FEHM, IL & DO: three global programs to predict repair needs of Rolls-Royce engines used by tens of thousands of aircrafts and hundreds of airlines in the world. One of the largest Microsoft Azure installations in Europe and USA. 20+ Scrum teams (150+ developers & testers) developing and testing the entire solution at the same time. Solution complex in terms of IT solution architecture, infrastructure and development due to the number of Microsoft Azure environments, functional and non-functional requirements and a large number of Product Owners and Stakeholders. A very tight delivery schedule. The implementation of these three programs allows Rolls-Royce to save tens of millions of pounds a month.
- One of key portfolio goals was to implement SAP Ariba, a procurement software to collaborate more effectively on contract management, financial supply chain management. The key to a successful implementation Sourcing was planning and stakeholder ownership. A project team followed an on-demand deployment methodology, based on the SAP Activate methodology. A project delivery covered 4 steps: 1. Prepare (confirm value drivers, goals and success metrics, create DEV/TEST landscape, project governance, standards, kick off and perform quality gate); 2. Explore (validate scope, business requirements, perform fit/gap analysis and functional design workshops, perform quality gates); 3. Realize (configuration, incremental tests in an integrated environment, solution walk through, set up DEV/TEST integration, develop solution extensions and perform quality gate, UAT, plan cut-over, initiate and set up PROD integration); 4. Deploy (load and test data, conduct the cut-over activities and switch



business operations to the new system, Go-Live, handover to support/ operations, project close, post go-live support)

07/2018 – 12/2018

Euroclear, Red Hat Platform Migration

Program Manager

Responsibilities:

- A large-scale migration program driven by end of support and security reasons. A program scope covered more than 500 Red Hat servers and 130 applications, among others business critical ones.
- A program scope included among others: In-depth Inventory of current applications, Data Collection that feeds into assessment tools, Appropriate Migration and Service Model, Deployment, Code Analysis to identify any application areas that require remediation for the target platform.
- To help reduce risk, migration time, and budget for planning and execution, a program team had to prioritize applications that were grouped in waves and regions, e.g. United Kingdom.
- Challenges: Limited availability of resources, insufficient budget, conflicting company priorities, time pressure, dependence on the number of other projects affecting the schedule.

12/2016 – 07/2018

LafargeHolcim, SAP ECC Migration to S/4 HANA Cloud

Program Manager

Responsibilities:

- After a Merger & Acquisition deal, Lafarge France and Holcim Switzerland had to integrate their IT systems, especially SAP. This large-scale program covered 100+ countries and was combined with a global migration of local Data Centers located in EMEA, both Americas and APAC to Amazon Web Services.
- One of key goals was to keep the downtimes of business-critical systems to a minimum and to make optimal use of synergy effects. A program team used the SAP SNP software to carry out transformation quickly and securely, to automate integration and migration processes, to simulate and execute the complex business transformations. As result, this complex post-merger integration & migration project was reduced by 70+ percent.
- This global program was also to implement SAP Ariba, and roll it out in all LafargeHolcim regions. A scope during



deployment included: Master data (using enablement workbook), Custom header fields, Custom reports, Sourcing process & Form (templates), Sourcing event templates and Savings form.

- Breakout sessions were focused on Sourcing request blueprinting, Sourcing project blueprinting, Sourcing events blueprinting, Master data, and Reporting.
- Additionally, SCM (Supply Chain Management) after Merger & Acquisition had to be merged, to control Production Planning, forecast business numbers, and demand planning. The SCM merge project scope was focused on Supply Chain networking, planning, coordination, and execution. It included different planning applications related to Advanced Planning and Optimization APO, and for the integration with other SAP execution applications. The primary applications were SAP General Areas, SAP Supply Network Collaboration SNC, SAP Extended Warehouse Management EWM, Advanced Planning and Optimization (APO), Forecasting and Replenishment FRE and SAP Transportation Management TM.

12/2015 – 12/2016

NHS, Online Booking System for 100,000 Doctors and Nurses Project Manager

Responsibilities:

- Large-scale PwC custom development to contract NHS flexible workers and so called “trust users”. It allows to contract and schedule appointments with approx. 100,000 doctors and nurses in the UK. Additionally it brings together the staff directory, web-based on-call schedules, secure texting apps, physician-specific information such as availability and device preferences.
- Changes made to a hospital-wide, web-based schedule are immediately available to the organization, without the need to print and distribute revisions to all departments. Web-based scheduling means there is only one source for information, eliminating version control confusion, and translation errors from copying information onto paper. Clinical departments can take ownership of updates and make revisions themselves as assignments change, helping keep schedules more current.

04/2015 – 11/2015

Camelot, National Lottery Transaction Engine Upgrade Program Manager

Responsibilities:

Sidekick Network GmbH & Co. KG
Prager Straße 13
01069 Dresden

Your contact:
Anita-Dora Andreadis
Managing Partner

Phone: +49 170 786 9227
Mail: anita-dora.andreadis@sidekick-network.com



- Camelot decided to migrate to a new platform as their existing solution was no longer supported by vendors. Some serious architectural changes, especially in the area of SAP F/CO and S/4HANA also constrained solution redesign, code rewriting, and implementation of new applications.
- The project started with a global design effort to establish an overall architecture for the solution, and then develop a plan and schedule for a multi-phase implementation. National Lottery games supported by implemented solution: EuroMillions, Lotto and Thunderball.

08/2014 – 03/2015

Aviva, Compliance & Regulatory Project: Solvency II Program Manager

Responsibilities:

- A project to establish a Solvency II technology-enabling framework: an integrated platform built on existing systems.
- This project was delivered in three phases:
- Phase 1 (Scoping) - technical requirements, internal capital model, governance and risk, technology and reporting, management framework; Phase 2 (Review) - Solvency II gap analysis, interviews with CEO, CFO, Chief Actuary, Risk Management, Compliance, Asset Management, IT; Business internal audit; Phase 3 (Reporting incl. IT part) - recommendations development.
- Benefits: Solvency II implementation introduced fundamental changes in how Aviva is regulated and set very high requirements for solvency capital, internal risk management, and reporting. These requirements ensured extremely high levels of protection for customers and harmonization of rules across Europe.

10/2013 – 08/2014

GTech

Payment System Migration Project Manager

Responsibilities:

- Migration was planned in a way transparent for players/cardholders, card associations, and financial institutions as well as designed to minimize disruption to system users, realize new business benefits, and to minimize investment in temporary transition software. A migration



workshop with senior management was conducted to discuss business motivations and to provide example scenarios to reduce the number of possible migration options to a manageable number. Basic components included in a project plan: foundation, online transaction support, user interface, and operation support.

- As such migration to another platform was a real challenge, it was really useful to have staff in-house who operated the applications and systems as well as to work closely with experienced partners.

Backoffice System Migration

Project Manager

Responsibilities:

- A regulatory driven project to migrate BackOffice platform.
- Other reasons for BackOffice migration: legacy system inflexibility, agility, lack of scalability, lack of wider data access, shortage of skills, high cost of maintenance and unreliability.
- The BackOffice platform migration project was delivered in six steps: 1. BackOffice migration assessment. 2. BackOffice preparation for migration. 3. BackOffice migration. 4. Post-migration changes. 5. BackOffice tests. 6. Post-migration support.

01/2013 – 09/2013

Veikkaus, Automated Environment Management

Project Manager

Responsibilities:

- Veikkaus with complex mission critical applications faced multiple challenges in managing computing environments and decided to implement solution allowing them to build and test computing environments quickly in order to support rapid delivery timelines and maintain quality.
- This project was delivered in the following steps: 1. Detailed assessment – activities repetitive in nature and time-consuming were identified and prioritized based on the criticality and expected benefits. 2. Standardization of process, environments and operations – based on details gathered through assessment activities, processes and infrastructure were streamlined and standardized. 3. Automate – all the inputs, outputs, checkpoints and failure points were identified



and captured. 4. Enhance – automation scripts/workflows reusable.

01/2011 – 12/2012

Unilever, Finance & Accounting Transformation

Program Manager

Responsibilities:

- An IBM Global Business Services outsourcing contract defined three phases of service delivery: Transition, Transformation and Steady State. Transition covered the transfer of staff, establishment of the IT support and management environment, set up of workplace logistics, as well as interim processes and tools necessary to enable the changeover. Transformation was managed as a series of projects in parallel.
- Among others a project scope covered both Supply Chain Management (SCM) and Order-To-Cash (O2C).
- SCM:
Key Challenges: Much needed Supply chain process improvements are limited due to current non supported aged systems and related deficiencies. Manufacturing integration is too complex.

Strategic Supply Chain Goals and benefits: Leverage SAP SCM as Sales and Operational planning tool to support 300+ Supply chain planners in 100+ key locations; Central management of the 100k + SKUs; Enable SAP for automatic replenishment orders for 50k+ SKUs; SKU rationalization to reduce the number of SKUs from 100k+ to 65k; Create an effective weekly Master Production Schedule for multiple plants and vendors; Move away from the closed loop integration with manufacturing and transform to Demand Driven Supply Chain; Provide increased manufacturing and distribution flexibility to markets and customers; Adopt lean manufacturing approach; Rate based shipments and cyclic planning; Manage Supply chain by exceptions.

Examples of improved KPIs: Production/Schedule Adherence, Inventory Days of Sale, Days in Inventory, Inventory Days of Production, Obsolescence, Customer Service.

07/2009 – 12/2010

GlaxoSmithKline, Global SAP ERP implementation & Roll Out

Program Manager

Responsibilities:

- This key British pharmaceutical company decided to implement ERP SAP to achieve goals regarding formula



security, regulatory compliance, material movement, supplier management, production, sales, marketing, distribution, and reporting. At the stage of analysis regulations of the following bodies had to be taken into consideration: Food & Drug Administration (FDA) for US market, European Medicines Evaluation Agency (EMA) for European market and Drug Controller General of India.

- This large-scale program covered multiple regions: EMEA, North America, Latin America, Asia and Australia.
- Processes to be standardized and supported by new technology: Procure-to-Pay, Record-to-Report, Order-To-Cash (O2C) and Supply Chain Management (SCM).
- SCM:

Key Challenges: Integrate Supply Chain operations and Global SAP/ERP/SCM technology model as a result of the major acquisition.

Strategic Supply Chain goals and benefits: Improve Supply Chain operating efficiencies as a result of the merger; Achieve Supply Chain Agility and high customer service; Gain visibility for global collaboration and decision making; Minimize Supply Chain compliance risk with globally consistent controls; Run a single Global instance of SAP - ECC/SCM/APO; Leverage one SAP Global instance to optimize taxation by improving goods flow; Standardize key SCM processes, master data and controls globally; Provide timely access to consistent, reliable information to manage the supply chain; Full SCM integration between corporate, plants, and affiliates across geographies; SC Agility to respond to changing business demands such as re-organizations, market forecasts, and regulatory changes; Global procurement platform to maximize the company's leverage.

Examples of improved KPIs: Production/Schedule Adherence, Inventory Days of Sale, Days in Inventory, Inventory Days of Production, Obsolescence, Customer Service.

01/2009 – 07/2009

ING, Wealth Management System

Project Manager

Responsibilities:

- Regulatory scrutiny, changing customer behaviors, increased competition, operating efficiency and rising costs forced the Client to review their business model and to implement solution that provides real time integration between their business' front to back operations. Features served all client segments from mass affluent to ultra-high-net-worth investors



and enabled the Client to support discretionary, advisory & brokerage businesses on a single platform across multiple back offices.

- A key for success of this project was vendor management: vendors offered wealth solutions that realized economies of scale, leveraged the industry expertise of a platform partner, and reduced the need for system maintenance and updates.

01/2009 – 07/2009

Shell, Three Software Development Projects

Program Manager

Responsibilities:

- When Shell adapted all operations and assessment management for the digital ecosystem, none of the off-the-shelf solutions comprehensively addressed all their needs and requirements, without disrupting their existing processes. The only way not to struggle with the shift of long-lasting workflow and operations order was to develop software solution.
- Deliverables of three software development projects helped to achieve increments in field force efficiency, asset optimization, and strategic reporting. Delivered functionalities among others covered Order Tracking, Analytic Reporting, Logistics, Repair, Health, Safety, Environment Management, Quality Assurance, and Human Resources management.
- Challenges: older legacy systems and infrastructure issues, integration and interface issues, ROI (return on investment), difficulty attracting and retaining applicable talent, multiple and complex user level requirements.

07/2008 – 12/2008

France Telecom, Project Portfolio Management (PPM) Development

Project Manager

Responsibilities:

- France Telecom decided to implement the new PPM tool to ensure all projects have the right manpower to be accomplished by the agreed upon deadline, while staying within budget as well as to benchmark and then forecast future resource needs, determine the ROI of project commitments, and manage potential risk.
- A delivery roadmap included seven steps: 1. Current capabilities assessment; 2. Stakeholders analysis; 3. PPM implementation team definition; 4. Charter development; 5.



PPM approach design and measurement framework definition;
6. PPM tool implementation; 7. Roll out.

- An implemented portfolio management lifecycle covered following functionality: portfolio mobilization, portfolio management design, data preparation, portfolio assessment, portfolio recommendation, and operate portfolio. Additionally program mobilization module was implemented to support Program Management Office and Delivery Excellence (managed risk and opportunities, active quality management, Agile change control, delivery-enabling plans, and smart financing).

2005 – 2007

Sygnity (formerly ComputerLand)

Procurement & Logistics Director

Responsibilities:

- Procurement Transformation Project
Managed Procurement Centralization project that covered multiple countries and sites, and was focused on Supply Chain process improvement. A key to successful delivery was cooperation with Business / Workstream Leaders, Product Owners, Local Operations teams, ad se ior stakeholders, incl. CEO, CFO, and CIO. A project scope covered an implementation Oracle ERP, incl. SCM (Supply Chain Management).
- Operations
Directed global category management functions including approval of overall project plans and approval of spend initiatives in coordination with other supply chain and operating areas. Managed procurement & logistics staff of 110.
- Vendor Management & Procurement
Identified needs and potential suppliers, selected suppliers, and maintained vendor relationships. Identified cost savings. Followed market trends. Solicited and reviewed bids, negotiated and awarded contracts. Ensured compliance with rules and regulations.

2004 – 2005

DELL

Service Country Manager

Responsibilities:



- **Program / Project Management**
Built from scratch and led Project Management Office (PMO). Project Portfolio Management. Provided a link among projects, programs, customers and resources. Had sufficient insight of risks, issues, requirements, design and solution.
- **Service Delivery**
Oversaw the presentation of services to clients while making sure the service levels were effective. Supervised the service delivery team and ensured that projects were delivered on-time and on-budget and the service desk, application support and desktop support ran effectively. Organized and facilitated trainings and workshops for service delivery personnel.
- **Engagement Management**
Presented Dell Professional Services solutions to C-level executives (CIO, CEO, CTO, CISO). Served as primary interface and point of contact for key Clients. Scoped and prepared Statements of Work (SOW). Negotiated contracts with Clients and suppliers.
- **Vendor Management**
Selected suppliers, negotiated agreements, and maintained vendor relationships.

2001 – 2005

Sun Microsystems

Service Country Manager

Responsibilities:

- **Program / Project Management**
Managed global Professional, Support and Educational Service projects. Project Portfolio Management. Led Project Management Office (PMO).
- **Service Delivery**
Provided support to delivery team to achieve growth in service business. Derived lifecycle program management and service business plans.
- **Engagement Management**
Recommended opportunities to increase revenue, reduce costs and improve process. Collaborated with Sales to complete project estimates, compose SoW to shorten/close the sales cycle.
- **Vendor Management**
Coordinated and integrated external service partners.



Developed business concept, followed up on contracts and fees. Established global service contracts with partners.

01/2001 – 06/2004

Unicredit, SAP Financial Business Partner Implementation & Roll Out

Project Manager

Responsibilities:

- Unicredit had its major business processes on different platforms, among others IBM Lotus Notes platform, Microsoft .NET and others. Board of Directors decided to replace this heterogeneous environment with SAP Banking, especially for loans and collateral management. Additionally a project scope was to implement the business process workflows on the SAP BPM platform.
- A project team implemented the core banking processes on the SAP IS-Banking platform to enable loan origination and other financial processes. Key design and implementation steps were: Provide the architecture; Integrate guidelines and development best practices for the SAP deployment; Integrate with existing legacy applications and data repositories to provide business validations and business rules for the new processes.
- Deliverables: SAP Customizing - Deposits Management, Loans Management, Master Contract Management, Consumer Mortgage Loans, Bank Customer Accounts, Collateral Management, Business Warehouse; SAP Development - ABAP Development, multiple enhancements, SOA Webservice Integration; Payment Solutions - Payment Channel Integration.

1996 – 2000

ComputerLand

IT Outsourcing Manager

Responsibilities:

- Project Management
Managed project deliverables in line with the project plan. Responsible for work allocation, compilation and reporting of the project reports on timely basis. Project Portfolio Management.
- Service Delivery
Managed objectives and plans through a field team.



Outsourcing projects execution and audit. Developed and maintained quality control processes.

- Operations
The link between a client and a company. Created credibility, built strong, lasting client relationships. Analyzed and adapted new strategies to react to changing business trends.
- Vendor Management
Selected and managed the vendor to the responsibilities outlined in the contract and statement of work.