

PROFILE AND VALUE PROPOSITION

A successful leader with 17 years of international experience in digital business transformations and global ERP implementations with a focus on change management.

As an experienced and certified Senior Organizational Change Management professional, I help companies to build their strategic and operational capabilities, adopt new technology and complex changes to operating models, global business processes, systems, tools, people, roles, structures, mindset, culture and post-merger integrations in a rapidly changing and multicultural environment.

I had the privilege of leading large-scale change management initiatives and playing key roles in global ERP, SAP, Microsoft Dynamics 365, Oracle enterprise-wide implementations.

I ensured successful delivery of the programs, outcomes, expected business value and substantial business benefits across streamlined processes through development and implementation of effective change management strategies and actionable plans in a wide variety of organizational change contexts.

Built a very positive reputation for being **emotionally intelligent, exceptionally capable at navigating change across the full project life cycle and passionate about offering a top-level service and expertise.**

WORK EXPERIENCE

Organizational Change Manager

SR TECHNICS GROUP

SR Technics Group is one of the world's leading providers of MRO (Maintenance, Repair and Overhaul) solutions for aircraft, engines, components, engineering and training.

03.2023 - Present, Zurich Airport, Full-time, Perm. contract

SKILLS

Strong collaboration with senior leaders, middle managers, front-line employees and project teams. Refined relationship building.

Change Management Strategy • Plans
Tools • Lean Change Management
Change Methodologies

Change Impact Analysis • Risk • Sponsors
• Stakeholders • Org Readiness
Design/Delivery of Communications

Strong Leadership • Strategic Alignment
Influencing • Resistance Management
Negotiation • Business Acumen

Problem-Solving • Adaptability
Flexibility • Resilience • Coach/Mentor

Fast-Paced Multicultural Environments

Project Life Cycle • Tools • Methodologies
Plan • Analysis • WBS • Scope • Timeline
Cost • Quality • Resources • Tracking

Test Phases • Issue Resolution • Project
Delivery • Global Rollout/Support
Vendor • Indirect Procurement

HIGHLIGHTS

Rollled out processes and technology to
27,000+ employees in over 90 countries.
Delivered return on **\$150+ million**
investment in the SAP HCM.

Achieved record adoption utilization
and proficiency rates **97% and above.**

Engaged **primary sponsors, C-Suite
leaders**, facilitated decision-making and
executive alignment. Managed, coached,
supported and mentored employees.

Margin Management Optimization; Global Trade Services, Export Control, Inbound Control and Trade Compliance; Human Resources and People.

In charge of leading the Organizational Change Management (OCM) workstream for Digital Business Transformation. E2E change management from planning to implementation, execution & metrics. Managing the team of 2 direct reports: Digital Transformation Communications Specialist and Training Manager. Program/Project Team and Steering Committee Member.

- Designed, conceived and implemented **Change Management Strategy**.
- Actively involved in BP redesign, Org and Role redesign, and definition of new digital operating model.
- Evaluated change scope and **performed detailed Change Impact Analysis** in the deployed processes, functionalities and workflows for each business area.
- **Identified and analyzed organizational changes** within impacted functions, departments, teams, job roles, org structure, culture, testing and training. Developed and implemented actionable transition plans.
- **Managed Stakeholder Engagement** across business areas and transparently communicated the process changes, impacts, transition timelines and required efforts.
- **Facilitated** identification and gathering of transformative **Business Benefits**, enhancing efficiency, operational effectiveness, optimizing and standardizing processes, digitizing work execution, elevating the quality of services.
- Elaborated the **Organizational and Operational Readiness** approach. Implemented business readiness activities alongside executive leadership team, heads of functions/departments, line managers, workstream leaders.
- Guided and oversaw various **Communications** activities.
- Developed and delivered regular presentations and stakeholder updates at the Engine Townhall, All-Employee Meeting Procurement, FOCA (Federal Office of Civil Aviation - Switzerland) and Engine Services Operational Leadership Team meetings.
- **Presented at SR Technics Leadership Forum** and **facilitated** the collaborative leadership group discussion, ensured strategic and leadership alignment within and across teams. Participants: CEO, COO, Executive

Results and outcomes, Speed of adoption, % Ultimate utilization, Proficiency, Cost avoidance, Risk mitigation.

Over 9 years of proven **change excellence** & recognized SAP super user/change agent network at JTI as a **leading European industry practice**.

Embedded project and change management capabilities and enablers for complex project implementations.

EDUCATION

Bachelor of Science, BSc (Hons), Construction/Civil Engineering. PVVISU

Prosci® ADKAR®, Change Management Practitioner. Belgium.

Performance Leadership program. Ashridge Strategic Management Centre. UK.

PMP® pre-exam Certification. ProPM-P®, GAF-STS-VIRAK. Switzerland.

Project Management. Kepner-Tregoe. Switzerland.

Developing Personal Influence and Impact. MCE. Spain.

Master Trainer® and Master Facilitator® The Master Trainer Institute. Switzerland.

SOFTWARE

Applications/user knowledge: SAP S/4HANA, SAP HCM, SuccessFactors, SaaS, Cloud, Microsoft Dynamics 365, CRM **ERP capabilities, Implementation project methodologies and tools:** Cloud ERP, IMRO, SAP Activate for S/4HANA Cloud, Jira, Confluence, ADONIS,

workshops with the business and project team events.

- Provided change management input to Aviation Safety Management System Assessment.

SAP S/4HANA Project Manager (Contractor)

INTERNATIONAL CLIENT via PAGE GROUP

12.2020 - 06.2021, Geneva

Feb 2021 - Jun 2021: SAP S/4HANA Project Manager

Dec 2020 - Feb 2021: SAP S/4HANA Change Manager and Communications

- Assumed full responsibility for the project. Member of the Steering Committee.
- Management of all aspects of SAP S/4HANA optimization in the areas of procurement, finance, accounting and budgeting process.
- Optimization, delivery of functional and sustainable SAP system and associated E2E processes across all operating model layers.
- Reduction of process complexity & design, driving better adoption and value out of the new system and processes, acceptance, and higher job satisfaction.
- Led multiple Agile/SCRUM project streams to ensure successful delivery of agreed scope on schedule & within budget.
- Planned and managed the overall project deliverables, issues, risk, plans and governance as well as managed the project budget costs.
- Managed KPMG consultants, Tech Mahindra offshore technology team, collaborated with business departments, process owners and IT on a variety of subjects.

Change Manager / Adviser (Contractor)

INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC)

03.2019 - 09.2019, Geneva

Global implementation, rollout and adoption of SaaS, Microsoft Dynamics 365 Cloud-based platform, processes and tools for the institutional mandates and humanitarian situations.

- Developed a customized and scaled change management approach which was aligned with the project life cycle and milestones.

Russian, native speaker
Ukrainian, professional

EARLY CAREER

Have held regional and national roles directing business development, business turnaround, revenue/profit generation in Ukraine, Georgia, Armenia, Kazakhstan, Moldova, Belarus and Latvia prior to relocation to Switzerland in 2006.

Sales Manager, National Sales Training Manager.

Worked for Alcatel, AT&T/Lucent, Unilever, R.J. Reynolds International, Japan Tobacco International (JTI) in Kiev, Ukraine.

Construction/Civil Engineer in Baku, Azerbaijan.

ADDITIONAL CERTIFICATIONS

Strategic Thinking.

Management Centre Europe (MCE). Belgium.

Leadership for results.

Management Centre Europe (MCE). Belgium.

SAP HCM Training Programme.

Japan Tobacco International (JTI).
Switzerland.

SAP HCM Power User, Gold Level.

Japan Tobacco International (JTI).
Switzerland.

Analysis, Comms, Workshops, Training;

- > Tech Readiness and Business Integration - Data Governance;
- > Project Governance and Planning: Risk Management and Mitigation Plan;
- Created deliverables, strategy and five Prosci plans which supported individual attainment of the key milestones.
- Achieved planned employee adoption and usage rates of the solution, and unified value: project results, outcomes and business benefits.

SAP SuccessFactors Project Manager

ARAGO CONSULTING, SAP® Gold Premium Tech Partner for

INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC)

01.2018 - 03.2018, Geneva

SAP SuccessFactors implementation project, covering the employee full HR cycle and the complete suite of human capital processes. Led the team of 6 SF Consultants.

- Led SuccessFactors application maintenance services & Post Go Live Support.
- Scope: Change Management, Evolution of Software Solution, Tickets/Incidents, Bug Correction, Post-Refresh operations, SAP Quarterly Release management.
- Modules: Employee Central, Performance and Goals, Recruiting and LMS. Managed a universal upgrade to the new People Profile, replacing the v12 profile.
- Involved in pre-sales activities and bids, preparation of responses to clients' RFP, on-site meetings, presentations built around SAP Activate, BizXpert methodologies centered on an iterative implementation approach.

Organizational Change Manager (Contractor/Interim)

11.2016 - 01.2018, Geneva

- Drive large-scale change for business transformation programs focusing on ERP/SAP implementations, global rollout and change management.
- Key areas: SAP SuccessFactors (SaaS, Cloud, Hybrid, On Premise), SAP S/4HANA, ERP, CRM, SRM, PLM, SCM, BI.

SAP Global Change Manager

2012 - 2016

Led global rollout and adoption of SAP software/processes.

Managed a portfolio of high-impact change initiatives.

- Implemented/rolled out the entire SAP Talent Management Suite with 97% adoption rate by 27,000 employees.
- Defined the strategy, deployed the sustainment plan that increased usage of TM processes by 70% within 4 weeks.
- Drove improvements to SAP Core HR processes and implemented transition plans with 99% global adoption rate.
- Launched SAP Shared Services Center, generated 40% cost savings, 150% efficiency gains across main activities.
- Led transition to a new Performance Management process.

SAP Project & Change Manager

2011 - 2012

Led global deployment, organizational change and transition to annual salary review process performed through SAP Portal.

- Increased portal approvals from 13% to >80% of eligible staff through addressed resistance, Prosci, Six Sigma.
- Exceeded goals and sponsor's expectations with >100% speed of adoption and ultimate utilization.
- Achieved fivefold increase in the use of portal by **687 Managers in 68 countries** vs. 10 compliant initially.

Led the implementation, rollout and adoption of an automated, SaaS/Cloud-based, StepStone Lumesse i-Grasp corporate E-Recruitment system. Managed project team of 10.

- Delivered the system in 73 countries, \$2.7MM+ USD budget.
- Maximized business benefits, achieved the planned ROI.
- Drove **99% utilization** of the new process/technology by >140 system super users through deployed change plans.
- Boosted global candidate engagement and positive experience in the application process (score 4.9/5.0).

SAP Change Manager

2008 - 2011

- A breakthrough adoption rate, >98% utilization, proficiency.
- Realized the intended benefits / \$100MM investment by managing stakeholders, building acceptance, implementing change management strategies and super user training.
- Led SAP data quality (below 65% initially) management initiative resulting in 99% accuracy at anytime, everywhere.

Global CRM Change Manager / Sales & Trade Marketing Excellence Manager

2006 - 2008

Promoted to Worldwide HQ in Geneva with a mandate to support the Global Sales organization and Trade Marketing Excellence Program. Deployed 10 Strategic, Operational and Execution Trade Mkt capabilities and a multi-million-dollar CRM Oracle Siebel sales force solution and sales force capabilities in 25+ countries in Europe, Asia Pacific and North America.

- Aligned and integrated program's strategic goals, market plans and business priorities with the corporate vision, strategy, goals and objectives.
- **Developed and implemented change management and Rollout strategies and plans.**
- Increased capacity of the Program Management Office to support large-scale business change and generate business value through active engagement of market leaders.
- **Prepared, supported, equipped and enabled senior leaders, middle managers, change agents in regions and markets to adopt significant operational, organizational and structural changes and deliver substantial business benefits across disciplines and streamlined processes.**
- Applied structured approach to Business Process Management reviews with SMEs, JTI HQ process owners, Accenture consultants and market teams impacted by the change.
- Achieved CRM adoption rate >99% through targeted change management approach, effective rollout/transition plans and user training.
- Managed TME University/Academy.
- Yielded a saving of 40% by taking over the HTML-based Portal from the external Consultant and completing its