on consultant

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Oliver Nord

Senior SAP S/4HANA project & programme manager

Independent since 2007, more than 30 years of project experience. Focus: transformation and international rollouts, go-live, cutover, hypercare and transition to operations.

Based in Bielefeld, Germany · available across Germany and internationally

Great projects.
Even when it gets tough.

SI – SENIOR INTELLIGENCE

30+	20+	9+
years of project experience	projects and programmes	countries worked in on site

Why Senior Intelligence?

Great projects through:

1

Experience

30+ years on three continents – in plants, corporations and public organisations. I know the paths that make a go-live succeed, even under difficult conditions.

2

Foresight

I say early what can go wrong and what we do about it. Much can be prevented, never everything.

3

Leadership under pressure

When things get tight, I stay able to act. And so does the team.

COMPETENCIES

- SAP S/4HANA transformation & international rollouts
- SAP project and programme management, governance
- Go-live, cutover, hypercare & transition to operations
- Data migration, test management, change requests
- Steering business units, IT/OT, teams & implementation partners
- ITIL service management, incident & major incident management
- Process automation (RPA), building support organisations
- Change, risk, escalation & vendor management
- Tenders and partner selection

INDUSTRIES

- Steel and aluminium · food industry (FMCG) · manufacturing
- Public sector · healthcare
- Telecommunications · toll systems
- Financial services / insurance · retail · loyalty programmes

Selected projects

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GLOBAL

GIZ

2025–2026

Worldwide move to SAP S/4HANA as a big bang: around 21,000 users in more than 80 countries go live at the same time.

THE CHALLENGE

From day one, requests arrive from every time zone. With no first-level support, they have to reach the right team immediately and fully automatically, with no detours.

MY ROLE

Senior Enterprise Architect SAP: design, planning and delivery of workstream support and incident management, preparing and accompanying the go-live.

RESULT

A brand-new, fully automated ticket routing through a tile-based portal, with no first-level support. Built in record time and stable from day one: ten months after go-live without significant incidents, under high ticket volume.

PLANT

Hydro

2023–2025

Aluminium extrusion: introduction of SAP S/4HANA and a new MES in the plants, replacing the legacy AS/400 system.

THE CHALLENGE

MES and SAP are switched at the same time, in a running plant. Plant, IT, OT and external partners have to work in step, because production must not stop.

MY ROLE

SAP S/4HANA project manager: go-live planning, data migration from AS/400 to SAP, steering change requests with the business, testing and integration.

RESULT

The double switch succeeded, and the plants went live successfully.

SERVICE

gematik

2020–2021

Telematics infrastructure of Germany's healthcare system: setting up the TI service desk, the central customer hotline, with an external partner. In parallel, tender for e-prescription services.

THE CHALLENGE

From tender and partner selection to live operations in one go, in the middle of the pandemic. The team never met in person.

MY ROLE

Project manager: tender, setting up and steering the service desk, ITIL-based processes. Regular team health checks.

RESULT

On time, on budget and with very high customer satisfaction. A team without friction that met every goal.

INTERNATIONAL

Vodafone

2008–2020

SAP rollout across the operating companies and consolidation of previously local support into a central function.

THE CHALLENGE

Every country with its own culture, technology and time zone. Central support as a huge change on the ground. Bumpy collaboration between European and Indian teams at first.

MY ROLE

Major incident manager, cutover manager and head of local IT in Ghana, on-site hypercare in Ireland, Greece, Egypt, Qatar and India, SAP service management, RPA. Operational lead of SEPA operations for seven European countries.

RESULT

Every rollout delivered, new support structures understood and accepted, European and Indian teams brought together. Engaged again and again for twelve years.

Career

2025–2026	**GIZ**	Senior Enterprise Architect SAP, global S/4HANA programme
2023–2025	**Hydro**	SAP S/4HANA project manager, MES and SAP in aluminium plants
2021–2023	**Swiss Steel**	Project manager, S/4HANA and carve-out
2022	**FMCG company**	Project manager, go-live and cutover at a plant
2020–2021	**gematik**	Project manager, TI service desk and tender
2008–2020	**Vodafone**	Major incident manager, cutover manager, SAP service manager, project manager
2017–2018	**4iCOM**	Senior consulting specialist, truck toll
2016	**GPM**	Project manager, ICB 4 database
since 08/2007	**on consultant**	Independent
2005–2007	**Toll Collect**	Group lead and project manager, 19 staff
1995–2001	**Experian**	Risk & payment for international brands

QUALIFICATIONS AND LANGUAGES

- Certified for many years to IPMA Level B (senior project manager)
- German: native · English: fluent · French: basic

> "Great projects are no accident. I have seen almost everything, and as a team we are prepared, even when things don't go to plan."
>
> OLIVER NORD

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