



# Alcides Fialho

SAP Senior Program Director

SAP Certified Professional



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## WHO IS ALCIDES ?

*"Alcides is one of the smartest people that I've met. Thanks to his deep knowledge and great problem-solving approach, he can solve any kind of issue regardless of the technology."*

**Luigi La Motta,**  
Senior Technology Consultant

*"His SAP knowledge and management skills allow him to easily jump from any technical discussion with the teams, to a C level meeting presenting a clear status, showing obstacles but most importantly the way forward, giving us the feeling he is in perfect control, despite the normal adversities in such a program"*

**Steve P,**  
Senior Director Information systems

*"...A solution driven person, driven by objectives and clearly managed by exception"*

**Arthur vdM.**  
Customer Relationship Manager

*"...his soft skills apart of his technical SAP knowledge are impressive to say the least. The ability to have the teams naturally following him, listening, engage in positive and constructive discussions is one of the multiple reasons of our Program's success..."*

**Chavez R.**  
Global CIO

*"Under his leadership, the IT relationship with the Business was revitalized. We improved our program execution success ratio, delivering on time, within budget, and, most importantly, transparent to the businesses. A leader of his caliber is not just an asset but a strategic imperative —best suited for a C-level role."*

**Ronald B.**  
Executive Board Member

## SUMMARY

- **Accomplished Senior Program Director** specialized in SAP, large-scale ERP migrations, and cloud transformations. Proven track record of leading seamless transitions from legacy systems to modern, scalable architectures, optimizing business processes, and driving enterprise-wide efficiency.
- **Trusted by C-level executives to align technology roadmaps** with business objectives, ensuring on-time, on-budget delivery of mission-critical programs. Expertise in SAP S/4 migrations, cloud adoption strategies, and AI-driven process automation to enhance scalability, agility, and innovation.
- **Recognized for building high-performing teams**, fostering collaboration, and shaping long-term IT strategies. A hands-on leader with deep consultancy experience (15+ years as an O2C consultant), high-performance Cutover Manager equally effective in technical execution and executive decision-making.
- **Logistics expert** with experience spanning consultancy and project management, combining functional and technical expertise. Recognized by clients as delivering exceptional added value in his role as Project and Program Manager.

## AREAS OF EXPERTISE

- SAP Implementations & Enterprise Migrations
- Strategic IT Advisory for Executive Leadership
- Program & Change Management Excellence
- Aligning IT & Data Strategies with Business Goals
- ERP Modernization & Cloud Transformations
- SAP Integration, Upgrades & Cutover Execution
- Innovative & Scalable Technology Solutions
- Fortune 500 & Global Enterprise Engagement
- Leadership of Domestic & Offshore Teams
- Cutover Expert
- Hands-on Management style

## PROFESSIONAL EXPERIENCE

2023 - Today **SAP Senior Program Director**

**Sanofi**

Sanofi is undergoing a 15-year S4 upgrade, and during this time, the ECC platforms will be out of support by the time they are upgraded. Therefore, the goal is to identify alternatives that enable the old ECC platforms to continue performing at their best for the next 10 to 15 years before they transition to the S4 roadmap and are finally upgraded, by doing a cloud migration (infrastructure and DB) to Azure.

- Directed the approach, guidelines, and execution of a replatforming initiative for a major SAP Solution cluster at Sanofi, involving over 50 sites and more than 11,500 users across six continents.
- Designed and executed a two-step strategy; the first step involved migrating SAP ECC IS-H Platform + TIBCO from local infrastructure to Azure Cloud, transitioning from Oracle to HANA DB, thereby leaving the platform fully prepared for the final step: the upgrade to S4 with RISE.
- Led initial program phases, including analysis, budget planning (\$10M+), business case development, and running the full RfP process
- Oversaw the vendor selection process, resulting in the engagement of two primary partners to ensure successful delivery within defined scope, budget parameters, and timelines.
- Ensured alignment between technical infrastructure transformations and strategic organizational priorities across affected regions to enable smooth program execution.

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## LANGUAGE SKILLS

Proficiency levels:

(From 1 to 5 (Native/Bilingual))

- English - 5
- Italian - 5
- Portuguese - 5
- Spanish - 2

- Day to day activities management, recurring reporting, risk management, etc.
- Cutover Preparation and Execution – I was responsible for planning and delivering three global go-lives, scheduled every two weeks and covering six continents (including the respective local teams). My role included full ownership of the process: end-to-end planning, ensuring team readiness, coordinating logistics (including setting up the war room), organizing shift plans, aligning with business stakeholders on ramp-down and ramp-up phases, managing blackout periods, and ensuring data load coordination with the Data Stream team.

2022 - 2023

### Global SAP Program Manager

#### Nordex/Acciona

Nordex is a Global company in the Sustainable Energy sector and is embarking on a complex S4 migration journey from its outdated system landscape. To manage the implementation partner and the multiple internal stakeholders (between business, IT, and system integrator), they were looking for an experienced Program Manager to set up this 10M+ budget Program, from methodology to program plan, rollout country selection process to the day-to-day operation of the multiple workstreams, etc., including:

On the strategic level:

- Development and preparation of the rollout country selection process for the rollout plan;
- Program methodology decision and implementation -a hybrid between agile and SAP Activate;
- Deliverables definition agreement into SoW;
- Preparation of budget overview (capex and opex views);
- Prepare the business case for SAP MDG (Master Data Governance);
- Inclusion of the 3 cutover simulations on the planning (required a board decision since it altered the SI agreements) - with all the implications (SAP Basis, infra, Data, etc);

On the operational/content level:

- Definition of the complete project plan (following the implementation methodology);
- Support the teams in identifying the data flows and silos to then define the final MDG processes;
- Day-to-day execution - from daily standups, issue management calls, sprint checkpoints, project weekly status reports, sprint reporting, and dashboarding;
- Support with the interface landscape re-design and functional adaptation (SAP PI);
- Support on user stories definition and their plan into sprints, sprint entry, and exit criteria, including test cases and their execution plan, adequately aligned with the business;
- Cutover stream strategy definition (country plan business case), build up of the initial cutover plan together with the streams, support the business on cleanup activities, (preparation phase), communication to external parties, and OCM alignment (training to end users, evaluation of business readiness, etc), internal communications, and hired the cutover manager for the next waves go-live execution

2021 - 2022

### Transformation Office Senior Program Manager

#### Bihr - Powering your passion, France

Responsible for the SAP Greenfield Implementation and subsequent Rollout - from strategic planning to its execution by professionalizing and streamlining the rollout strategy that allows the Transformation Office at Bihr to roll out their SAP solutions (S4 Hana, SAP Commerce, and SAP SuccessFactors using Azure) to their worldwide locations quickly, efficiently, and cost-effectively. The Program setup & execution included areas such as:

- Supporting the customer to make the decision between Bluefield, Greenfield or Brownfield implementations;
- Translation of the Management view to operational planning;
- Envision, align, and comprehensively design the project execution methodology (hybrid between Agile - Activate (and some waterfall));

- Coordinate internal resources and third parties/vendors;
- Managed Bihl's strategic and operational relationships with crucial implementation partners;
- Team preparation and setup - role definition and structure for project execution;
- On the operational part, acted as the sole hands-on Senior Project Manager for the first rollouts of S/4, Salesforce integration, while in parallel responsible for the SAP EWM business case, from concept to Board acceptance and inclusion of EWM on the rollout templates to Iberia and the UK (first rollout countries), including all day-to-day project activities, reporting, financials, cutover strategy, preparation, and its execution until handover to support;
- Master Data lead support in connection with the Cutover execution, ensuring a successful go-live;
- As Project Manager, I took the initiative to lead the Cutover process myself, ensuring full control and directly addressing critical pain points identified throughout the project—specifically in stock management (and later on EWM), in-transit logistics, and production planning. I was responsible for preparing both the technical and business cutover plans, managing the ramp-down and ramp-up phases, and executing the eCommerce system block using agile methodology. I also led live reporting to the headquarters in the US and facilitated go/no-go decision meetings to align all stakeholders.

## 2020 - 2021 S/4 Program Senior Advisor

### Deutsche Börse AG, Germany

Deutsche Borse is currently migrating its current SAP ECC systems to the full stack of SAP including the new S/4 HANA 1909 (Cloud Version 2011), SAP MDG and SAP SuccessFactors by running a 4-year Lift and Shift and later brownfield program to achieve not only a system migration but a best practices implementation, including a process simplification process as well. The role was to support the **setup and operationalization of the Program while doing quality assurance on the Project management side as a Senior Advisor/Program Manager.**

- Support GDB in setting up the SAP Program from a program setup & planning perspective, resources, budget calculation, and implementation risk analysis;
- Envision, prepare, and build the detailed implementation plan with risk-based alternatives of S/4 Product, including discussions with the selected partner and alignment of the multiple projects across the program;
- Supporting GDB in initiating the implementation of the SAP Billing and Revenue Innovation Management (BRIM) solution - from the RFP process and partner selection to the preparation of the project execution plans, resources, milestones, integration across program initiatives, and change management.
- Review of the overall project plans, alignment, and integration across the program, with a clear identification of the main strategic and operational risks with their mitigation actions;
- Responsible for the design of the overall Cutover and Data Migration approach and blueprint, plan, resources, and integration with business operations for the complete program.

## 2019 - 2020 SAP Senior Project Manager

### Procter & Gamble, Portugal, Spain

After the acquisition of Merck Consumer Health division of a \$4.2 billion deal, the merger program was the natural next step, for which solid senior expertise was required, so the role was to **support the business in the transition to the SAP S/4 HANA P&G global processes and systems (SAP and non-SAP).** **Leading the Iberia region** with a team of 17 consultants (local and international), the main aspects were:

- Responsible for the implementation plans (SAP, Salesforce, Panaya, etc.) based on Matching and mapping sessions and scope sign-off;
- Support GMs in the significant decision of the 3PL choice (including all the pharma regulatory aspects)
- Resource plan (both global and local - business and technical resources);

- Planning and execution of all the testing, E2E testing, and KU training;
- Identification of project KPI and hyper care KPI;
- Responsible for the Cutover approach design, plan, resourcing, and execution for both simulation and go-live cutovers until delivery to IT operations;
- Ensure a complete warehouse move (+300 SKU, 11MM Eur stock) and distribution ready on Monday to more than 5000 pharmacies (PT & ES) on the weekend (cutover) - Definition and execution of the complete Data Migration approach (technical and functional) and OTC processes;
- Weekly budget control and report
- Full implementation based on Activation methodology (SAP)

2018 - 2019

### SAP ITM Roll Out Project Manager

[Vestas Wind Systems A/S, Denmark](#)

In a Global Program of implementation of SAP ITM (Transport Management), the role included the **design and build of a complete roll-out framework**, and general operational support in 40+ sites/locations for a standardized process for outbound and inbound transport planning as well as full integration with international carriers (DHL, DSV, FedEx, etc.) for track & trace and supplier portals.

- Define the overall roll-out plan for 2019 for SAP TM based on volumes and business case relevance;
- Build and execute the cutover plan for the US location go-live (the world second biggest Vestas production plant);
- Preparation of all the master data loading (CIF);
- Approach definition for cutover on SAP PI&PO;
- Identification and follow-up of real-time KPI for interfaces with 3PL.
- Support on Business cutover and ramp-down periods -communication to vendors, alignment with 3PL tests, training, and hyper care setup.

2017 - 2018

### ONE ERP SAP Program GlobalCutover Manager

[Danfoss Power Solutions, Multiple Locations](#)

Fulfilled a critical role in **designing, implementing, and leading a team executing cutover responsibilities** for multiple releases of the ONE ERP (SAP S/4 HANA 1710) program at this leading provider of products and services for the heating and cooling industry. Across all initiatives, ensuring the achievement of milestones and deliverables on time and with minimal impact on business operations while aligning IT and business requirements.

- Built and trained a team of 6 cutover consultants, with continuing responsibility for resource planning and data migration load plans for all releases.
- On a 4 years program with 9 waves, managed personally the cutover execution and Go Live of the first wave of 3 countries over a weekend, having with this defined the proved framework that would be than used in the next waves including the blackout period setup, data cleansing and loading, interface ramp down, queue management and ramp up - and that was not just technical I also supported the businesses on the ramp up and ramp down phases definition (as an approach for next waves); As part of the framework Implemented the cutover plan by using for the first time at the customer landscape Microsoft Project Online together with Microsoft Power BI, and maintained accountability for training and business case development.
- Credited for having built one of the mandatory program components, completing goals in 9 months against a scheduled target duration time of 16 months.

2015 - 2016

### SAP Program Leader, EMEA Warehouse Merge Program

[General Electric, Spain, Hungary](#)

Served as a **Senior IT Project Lead on a wide-ranging initiative to consolidate and transition all warehouse operations for GE EMEA to a single location in Hungary**, with accountability for SAP S/4/HANA (1511 version) deployment, planning, resource management, and budget administration. Coordinated activities with freight forwarders and 3PL companies.

- Led deployment definition, as well as delivery teams, build; administered the budget to minimize variances; performed monthly closure processes.
- Executed the interface approach validation, security compliance validation, and the testing scope with the 3PL suppliers.
- Defined and executed the cutover plan, including setting up a dry run, building contingency plans, and defining key users and locations.

2013 - 2015

### **SAP Finance Portfolio Execution Manager**

[Heineken International, Netherlands](#)

Initially hired for a 6-month assignment which was eventually extended to four years at this leading brewing company, **overseeing the planning, project setup, and execution of correction and enhancement Finance projects while aligning efforts between IT and business programs.**

- In 2014 alone, executed 14 projects in 5 countries, with authority over 8 SAP Project Managers, two SAP Program Managers, and an average budget of €5.3M. Major achievements included the launch of the company's first shared service center in Poland, generating substantial savings.
- Engaged in PMO development, reporting, and P&L management, in collaboration with the Finance Process Owner.

2012 - 2015

### **Shared Service Center IT Program Manager & SAP Roll Out Manager**

[Heineken International, Netherlands, Poland](#)

**Led this €21M, 3-Year program to standardize and centralize the processes of 24 countries in Europe into a global shared service center in Poland (Krakow)** by deploying a hybrid solution of SAP ECC 6.0 Order to Cash, integrated with S/4 HANA Finance 1503 Record to Report, and Purchase to Pay processes in accordance with Six Sigma principles. Introduced new tools in the Heineken IT landscape that included SAP Invoice Management and the SAP Customer Interaction Center, which became ultimately standard company tools.

- Served as a senior project manager to define reports, budget control, and purchase responsibilities for the Shared Service Center, managing four transition managers and eight project managers.

2009 - 2011

### **SAP Merge Roll Out Program & Project Manager**

[Philips Lighting, Multiple locations](#)

**Led the SAP ECC 6.0 Merge and template deployment throughout the Central South Europe and Great Britain regions** for this industry-leading lighting corporation, with accountability for the full template deployment at the affected sites. Managed team members in multiple countries while engaging in resource planning and evaluation.

- Applied the PRINCE2 methodology to manage the cutover of seven sites, while overseeing controls, execution, reporting, and Go/No Go meetings.
- Generated all documentation out of the PMO, including status reports and risk analysis.
- The project included the template build (Sales, Warehousing and Production) and deployment of TPM (Trade Promotion Management) as part of the CRM suite.

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## **EARLY CARRER**

- *Logistics SWAT Senior SAP Project Manager* - Telecom Italia
- *SAP Global Work Stream Lead for Sales and Distribution* - (Q8) Petroleum
- *SD/MM Work Stream Lead - SAP GM Roll Out Project*, General Motors Co.
- *Sales & Distribution Consultant - SAP Implementation Project*, Bank of Portugal

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## EDUCATION AND PROFESSIONAL CERTIFICATIONS

CIO/CTO Executive MBA by FIAP - Brasil (Sao Paulo) - 2023

Bachelor of Science Degree in Information Systems and Computer Engineering  
Instituto Superior Técnico

Altassian/JIRA Certification - Managing Jira Projects for Cloud  
(ACP-620) - 2022

Altassian/JIRA Certification - Managing Jira Service Projects for Cloud  
(ACP-420) - 2021

Altassian/JIRA Certification - Managing Jira Projects for Data Center and Server  
(ACP-610) - 2022

SAP Certified Specialist - Project Manager - SAP Activate for Agile Implementation  
Management  
(E\_ACTAI\_2403) - 2025

SAP Certified Associate - Managing SAP S/4HANA Cloud Public Edition Projects  
(C\_S4PM\_2504) - 2025

SAP Certified Associate - Solution Transformation Consultant with SAP Cloud ALM  
(C\_STC\_2405) - 2025

SAP Certified Associate- SAP Activate Project Manager 2021  
(C\_ACTIVATE13) - 2021

SAP Certified Associate Project Manager  
(C\_PM\_70) - 2012 & (C\_PM\_71) - 2015

SAP Certified Application Professional - Logistics Execution & Warehouse Management  
(P\_LEWM\_60) - 2011

SAP Certified Application Associate - Procurement  
(C\_TSCM52\_60) - 2011

SAP Sales and Distribution  
(C\_TSCM62\_05) - 2004