

Jean-Michel Leclercq

40 years of experience as Bid Manager / Program Manager / Project Manager / Change Manager / Release Manager / Delivery Manager / Service Manager / SAP Consultant / Controller

Added Value: **Applications Lifecycle Management.**

- Tender/Bid Management (incl. public sector): Analysis and answer to bids (RFQ, RFI, RFP...), assistance to package selection, bids writing...
- IT Program/Project Management (SAP and non-SAP): From customer requirement to post go-live support.
- Transition Management: Set-up of Competence Centres, Knowledge Transfer...
- Service Delivery Management: Governance, Incidents, Changes, Releases, Problems, Service, Projects...
- Cross-functional activities: Change Management, Test Management, Migration Management, Local, International and Multi-Cultural People Management (Recruitment, Management, Evaluation, Coaching, Training, Motivation...), Financials (Analysis, Estimates, Financial plans, Reporting...), Customer Management at CxO level (Meetings, Presentations, Committees...) ...

Main achievements

- 04/2025-04/2026: **SAP Project Manager** at [Resa](#)
As part of the migration of the SAP R/3 system to the SAP S/4 Hana version, management of the entire project from the tender phase to the final implementation of the new version. Typical project management activities: planning, budgeting, resource management, financial monitoring, quality management, risk management, release management, change management, migration, testing, reporting, integrator management...).
- 11/2024-03/2025: **PMO/Change Manager, Migration Manager** at [Eiffage](#)
Providing expertise as part of the search for and implementation of new purchasing management software (S2P) and migration of an ERP (Mercator) to another one (Business Central 14).
- 07/2023-06/2024: **Service Delivery Manager SAP/SAP Project Manager** at [IRE](#)
Following the implementation of a new SAP S/4 Hana system, provision of expertise and implementation of strategies, procedures, and various follow-up management tools: testing, incident management, changes, and problems, change management, version management...
Project manager for the upgrade S/4 HANA 2020 → S/4 HANA 2023
Project Manager "Validation" (GMP)
- 01/2023-06/2023: **Change Manager Unit4** at [Expleo](#)
As part of the Unit4 ERP implementation, analysis the weaknesses of the first installations in Romania and France. Established procedures and tools to improve user and management acceptance for France and other countries in future deployments.
- 02/2022-12/2022: **SAP Project Manager** at [Equans](#)
Within the framework of the migration of Engie's technical activities to Equans, implementation of the processes and tools necessary for an autonomous mode of operation: migration to SAP of non-SAP companies and migration of the SAP system to RISE (Hana). Typical project management activities.

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- 7/2020-01/2022: **IT Project Manager** (incl. SAP) at [Sibelga](#)
Within the IT department, management of various IT projects (replacement of external applications by SAP + Fiori solutions, migrations to S/4-Hana, new badges management application, new facility management application, new intranet site in Azure, digital meeting rooms, digital signature....). Typical project management activities: Planning, Budgeting, Resources management, Financial follow-up, Quality management, Risk Management, Release Management, Change Management, Data Migrations, Testing, Reporting, Suppliers Management...
- 2/2020-04/2020: **IT Project Manager** (Interim Business Applications Project Manager (SAP and non-SAP) at [Tessenderlo](#)
Within the ICT department, management of all application projects regardless of technology (SAP ECC6 (FI-CO-SD-MM-PM-PP-PS-WM), SAP CRM, SAP BI, SAP-VIM, SAP-Business one, Totvs, Kofax, Incovar (Incotec), Alicia (SD Worx), Kyriba...). Typical project management activities: Planning, Budgeting, Resources management, Financial follow-up, Quality management, Risk Management, Release Management, Change Management, Data Migrations, Testing, Reporting, Editors management...
- 2/2019-1/2020: **Bid Manager** at [RTBF](#)
In charge of preparing for the implementation of new planning processes via a new tool and a modification of the existing SAP S4 / Hana system. In collaboration with the various departments concerned (IT, Business, Public Procurement ...), typical coordination activities for the selection of a new package through a public tender process: needs analysis, production of specifications, pre-selection of tenderers authorised to submit an offer, analysis and evaluation of offers, negotiations, final decision support, drafting of the reasoned award decision.
- 5/2018-1/2019: **SAP Project Manager** at [ORES](#)
In charge of the Management Tools Review project (already in the realization phase) in the frame of the 2015-2020 strategic plan. Typical project management activities: Planning, Resources management, Financial follow-up, Quality management, Risk Management, Release Management, Change Management, Migration, Testing, Reporting, Coordination with other projects... This project aims to put in place tools and a global management system that will enable the ORES Management Committee and the managers to better manage the company on a provisional basis.
- 8/2015-4/2018 : **SAP Program/Project Manager** at Centre Hospitalier Universitaire de Liège ([CHU](#)) and at Centre Hospitalier Régional de la Citadelle ([CHR](#))
Typical program/project management activities: Scoping, Planning, Resources management, Financial follow-up, Quality management, Risk Management, Release Management, Change Management, Migration, Testing, Reporting to the Steering Committee, Coordination with other projects.... Around 9000 HC impacted. Implementation of the Xperthis ERP4HC solution (Preconfigured SAP system + additional program specifically written for the management of hospitals). This solution is already running in 48 other hospitals (47 in Flanders, 1 in Brussels). SaaS mode, SAP-ECC6 HANA platform (first implementation with HANA in Wallonia).

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Project Team of 150 part-time users. 1100 end users (900 occasional: reporting or purchasing requisitions). Project value: 7 million €.

- 8/2007-8/2015: **ERP Service Delivery Manager** (Director in charge of the ERP Competence Centre) at [Capgemini](#) Belgium
Managing a team of 50+ experienced consultants in various ERP's. Involved in pre-sales, answers to RFI, RFQ, RFP, offers writing, staffing (internal and external), financial plans, presentations to customers, program/project management (Prince2), service management (ITIL), delivery management, change management. T/O: 10 million €.
- 2/2006-7/2007: **Interim SAP Service Delivery Manager, SAP Project Manager, Project Manager for miscellaneous projects** at Electrabel (now [Engie](#))
Service Delivery Manager (20%). Responsible for the SAP support centre (2nd and 3rd line) for the Brussels system (Gas and Electricity network). Release Management, Incident Management and Change Request Management. Budget responsibility. Team of 10 business analysts, including 4 team leaders.
SAP Project Manager (40%). Within the framework of the deregulated market for Gas and Electricity in Belgium, management of several SAP projects to ensure a smooth migration of SAP systems operated by Electrabel to Sibelga: reorganization of current systems and move to a Sibelga platform.
Project Manager «Solution Manager» (20%). Implementation of Solution Manager and Solution Manager Diagnostics 4.0 at Electrabel. The Clock Methodology. Team of 20 part-time people.
Project Manager for miscellaneous projects (20%). Coordination of small IT projects (Access, SuperOffice, Outlook, ...).
- 10/2005-1/2006: **Interim SAP Project Manager** at [Sibelga](#)
In charge of the preparation phase of a large SAP project waiting for a trained and experienced Project Manager.
- 9/2004-1/2005: **Service Delivery Manager** (Interim Manager Application Competence Centre) at [SWIFT](#)
Responsible for all internal systems (SAP, intranet applications like catering or purchasing, treasury, HR tools, interfaces, etc.): 1st, 2nd and 3rd line for all those internal applications. Directly involved in all security and IT audits. In the meantime, delivery of several SAP projects: front-end purchasing integrated into SAP, Export Compliance Control, Invoice Scanning, SAP portal deployment, HR tools improvements, etc. Responsible for 20 internal employees, including 4 Project Managers and 10 external FTE from several consulting companies. Expert in providing quality assurance and proactively monitoring and managing risks. Reporting directly to the CFO.
- 5/2002-5/2004: **SAP Program Manager** (Director of the SAP Competence Centre) at [Janssen Pharmaceutica N.V.](#)
Responsible for teams implementing all SAP projects (end-to-end including re-engineering until post-project follow-up), maintaining existing SAP systems (roll-out,

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upgrades, patches, fixes, corporate requests/interfaces, release...) and providing SAP ad-hoc consultancy in 16 European countries (25 companies-1600 users) at competitive prices in relation to the market. Modules fully covered FI (AP/AR/GL/AA)-CO-SD-MM-BW-SEM + Test and prototypes of new releases, modules, etc. Team: 25 people (3 central senior project managers, 7 central external functional and technical consultants, 15 local internal business analysts). Full budget responsibilities (yearly negotiation with affiliates, Top Management, external suppliers, hardware manufacturers, hosting companies, software providers, consulting companies, internal suppliers). Various presentations to the Johnson & Johnson SAP Community of Practice (New-York), other J&J franchises, SAP Belgium user days...

- 11/1999-4/2002: **International SAP Consultant, Team Leader** at [ExxonMobil](#)
1 roll-out implementation (80 companies). Implementation and release upgrade. PriceWaterhouseCoopers methodology (Toolset).
- 6/1997-10/1999: **International SAP Consultant, Integration manager** at [Grundfos](#)
1 full implementation (11 companies) from BPR to after-care with the worldwide Danish Group. Implementation of CO modules in France, Denmark, The Netherlands, Portugal, Spain, Germany, Italy, Switzerland, and Norway. Definition and application of "Business Model" (Group rules). Deloitte & Touche methodology (Fast Track). Trainer at SAP France (AC 610 course).
- 8/1995-5/1997: **SAP Project Manager** at Price Waterhouse Management Consulting (now [PwC](#))
1 full implementation of SAP-CO modules (8 companies) from As-is/To-be analysis to after-care at Holderbank (nom [Holcim](#)) in Belgium and France, and 1 CO-PA project at [Exxon](#) in the USA. Project Management. PW methodology (SMM). High-level courses to key users. Trainer at [SAP Belgium](#).
- 2/1994-7/1995: **International SAP Senior Consultant, Integration Manager** at Bureau van Dijk (now [SOA People](#))
Implementation of CO (R/3) and RK (R/2) modules in several companies ([Procter and Gamble](#), [Total](#), [Wang](#), [Glaxo](#), [Albemarle](#), [Waters](#), [Danone](#), [Siemens](#), [EVC](#), [Sandoz](#)) mainly in Italy, Belgium and France. Planning, Training and Allocation of other CO Consultants. 10 different projects and small interventions in 7 other companies: (Price Waterhouse, Hercules, GIB, Coopers & Lybrand, Oxydrique, Solvay and Interbrew): As-is/To-be analysis, Training, Implementation, Reporting, After-Care. Trainer at [SAP Belgium](#).
- 2/1990-1/1994: **SAP Project Member, Internal Consultant, European Controller** at [Petrofina](#)
Team Leader for implementation of SAP R/2 RF/RK modules in 6 European affiliates. Responsible for European security and standards maintenance on a European level. European co-ordination of new SAP developments. Consultant for other SAP projects for the Petrofina Group (Refinery, Petrochemical Plants, Supply). Follow-up of completed projects. Migration to the 5.0 release for the existing projects

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(Management of the international team). 1 full implementation (6 companies) from As-is/To-be analysis to after-care.

- 10/1986-1/1990: **Internal Auditor, Controller** at [Fina Belgium](#)
Creation and programming management tools reporting on AS. Organisation of general accounting and cost accounting of a lubricant plant. Supervision of 3 services: Management tools, accountancy of the plant and internal audit.
 - 9/1985-9/1986: **Business Analyst** at [Petrofina](#)
Analysis accounts of affiliates (within the framework of financial statements consolidation at the Group level).
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Education

- PRINCE2 certified.
 - 1980-1984: Master's degree in Business Administration, [University of Liège](#) (ULiège)
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Languages

- French: C2 (Mother language)
 - English: B2+
 - Dutch: B2 (CERAN test 02/2019)
 - Italian: A1
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Personal Data

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Latest versions (French and English): <http://www.leclercq.be/CV>

This CV has NOT been generated or corrected by an IA.

