



Danny Vandijck

Gozewijnstraat 14 – 3300 Goetsenhoven

Born: 10-JUN-1972

Mob: +32 (0)473 92 26 75

www.dv-mc.com

www.linkedin.com/in/dannyvandijck

Certified: Lean Six Sigma Green Belt & Six Sigma Black Belt , Certified SWOT Analysis Specialist
Experienced Director/Owner with Business Analyst Liaison and Project Implementation expertise

Personal introduction

Understanding customer needs and clearly explaining the pros and cons are essential for delivering the right solution. Throughout my career, I have applied a Lean Six Sigma mindset to continuously improve business processes. An ERP implementation is not just about setting up a system—it's about using ERP as a tool to drive real business improvements that benefit the customer. To achieve this, it is crucial to first understand the customer's business, its challenges, and its goals. In this personal statement, I prefer to quote one of the many customer references, as customer satisfaction is, for me, the most important aspect of delivering solutions.

“Danny is one of the happy few that demonstrates an equally good grasp of the highest level business processes as of the most detailed programming coding within SAP. Combined with his natural people management skills, this versatility provides a huge asset to whomever desires to employ him. I for one would not hesitate to hire Danny for any upcoming project. I wish Danny all the best in his further career & hope to have the good fortune to work with him on any further initiative.” (Patrick A. – Assoc. Director, Service Delivery/Management – MSD)

All recommendations on LinkedIn are honest and given without my input, yet they hold great value to me as they reflect how customers and colleagues perceive my work. I believe they are worth reading as they provide an unbiased perspective on my professional contributions.

<https://www.linkedin.com/in/dannyvandijck/details/recommendations/?detailScreenTabIndex=0>

My career began outside of IT, in roles that were just as crucial in shaping my approach as my ERP-related experiences. These early experiences gave me a deep appreciation for operational efficiency, teamwork, and customer service—values that continue to guide me today. Whether working in an internal role, through an agency, or as a freelancer, my commitment remains the same: to deliver the best possible solutions with a customer-centric mindset. My journey, spanning both technical and non-technical roles, ultimately inspired my book, which captures my passion for continuous business improvement, operational excellence, and Lean Six Sigma principles.

Employment History

From	Till	Company	Role
ERP Consulting			
01/2011	Present	DV-MC bv	Freelance Project Manager (Owner)
05/2004	04/2011	Akquinet bvba/AG	Managing Director (shareholder)
09/2002	04/2004	CMS bvba	Freelance Project Manager (Owner)
12/2000	08/2002	itelligence bvba	Technical SAP Manager
04/2000	12/2000	DVC bvba	Freelance Project Manager (Owner)
03/1999	03/2000	PriceWaterhouseCoopers	SAP Technical Consultant
09/1997	03/1999	Arinso International	SAP Technical Consultant
Non-IT			
03/1995	08/1997	Wizards of The Coast	Logistics & Distribution
03/1993	03/1994	Intertrans NV	Warehouse Lead
09/1992	03/1993	Tiense Suiker NV	Seasonal worker
09/1991	08/1992	Renault NV	Production Chain worker

Project History

01/2011	Present	DV-MC bv	Freelance Project Manager (Owner)
---------	---------	----------	-----------------------------------

As a freelance consultant, I specialize in ERP strategy, implementation, and optimization, leveraging over 29 years of expertise in SAP combined with Lean Six Sigma principles. My mission is to help organizations streamline operations, improve efficiency, and achieve continuous business improvement. I take a hands-on approach, ensuring solutions align with both business goals and user needs.

I offer services in:

- ✓ **Interim Management & Project Leadership** – Leading ERP transformations, optimizing processes, and guiding organizations through change.
- ✓ **SAP & ERP Consulting** – Supporting S/4HANA transitions, process alignment, and system optimizations for supply chain, production, and finance.
- ✓ **Business Process Improvement** – Applying Lean Six Sigma methodologies to enhance operational excellence.
- ✓ **Master Data Management & Governance** – Ensuring data integrity, migration strategies, and process alignment.
- ✓ **Training & Coaching** – Empowering teams with SAP best practices, change management, and ERP strategy.

Whether working internally, through an agency, or as a freelancer, my commitment remains the same: delivering tailored, high-impact solutions that drive business success. I am open to consulting, project-based work, and interim management roles across industries.

06/2026 – present Internal DV-MC BV

- Start-ups
- Writing 2nd Book

11/2025 – 06/2026 Galderma - BI & Data Integration Expert – AI-Enabled

- Supported the organization and further development of the PBI team, with a strong focus on governance, structure and ways of working. Helped establish clear roles, responsibilities and working practices to improve collaboration, transparency and delivery. Contributed to the implementation of governance principles around BI and data integration, combining business requirements, data, processes and technology. Applied an improvement-driven and pragmatic approach to help the team evolve towards a more structured, sustainable and scalable operating model.
 - BI team organization and governance
 - Roles, responsibilities and ways of working
 - BI & Data Integration governance
 - Process and operational improvement
 - Business–IT alignment

- AI-enabled improvement opportunities

05/2025 – 10/2026 **CNT Management Consulting - Project Manager / Test Coordinator**

- Led and facilitated workshops with key stakeholders to define requirements, align expectations and coordinate project activities.
- Organized and coordinated the project team, ensuring clear responsibilities, priorities and follow-up of actions and deliverables.
- Coordinated testing activities across business and project teams.
- Prepared standardized test scenario templates, testing procedures and guidelines to establish a structured and consistent testing approach.
- Supported the preparation, planning and execution of test scenarios and test cycles.
- Coordinated issue follow-up and communication between stakeholders and the project team.
- Ensured alignment between business requirements, delivered solutions and testing outcomes.
- Supported project governance, progress monitoring and structured reporting.

10/2024 – present **Thomas More Lecturer**

- As a guest professor at Thomas More, I teach Supply Chain ERP to second-year bachelor students, focusing on how ERP (S/4HANA) supports companies in improving their supply chain management. A key focus of the course is understanding how master data drives and enhances supply chain processes, ensuring accuracy and efficiency. We cover essential concepts like organizational structure, system integration, and process optimization, with an emphasis on real-world applications. To enhance learning, I organized a site visit to a pharmaceutical company, allowing students to see ERP in action within supply chain operations. My teaching approach is shaped by 29 years of experience in SAP and Lean Six Sigma, preparing students for practical challenges in the field.

01/2024 – 10/2024 **Internal DV-MC BV**

- **Certifications:**
 - SWOT Analysis Specialist (93%)
 - Lean Six Sigma Green Belt (89%)
 - Lean Six Sigma Black Belt (92%)
- **Author, "ERP Foundations for Success – Strengthening Business with Lean Six Sigma" (2024)**
 Successfully authored and published a book combining over 29 years of ERP system expertise with Lean Six Sigma principles. The book provides practical insights for businesses aiming to achieve continuous improvement, operational excellence, and enhanced flexibility. These insights are enriched with 40 real-life anecdotes, illustrating key challenges and solutions in ERP implementations. Available in both hardcopy and e-book formats, it has been well-received by professionals in the industry for its actionable strategies and clear guidance on maximizing business performance through ERP solutions.

02/2023 – 12/2023 **Director International Business & SAP Team Lead SAP Consulting Centre of excellence Serbia** Resity Technologies
Belgrade

- Stabilization Employee turnover
 - Organization of local Serbian team
 - Setup Resource Management
 - Define required internal procedures
 - Review Salary & Bonus Benefit system
 - Structure & define internal trainings, certifications
 - Upgrade Knowledge
 - Setup CV database of internal and external resources
 - Create partnerships
 - Define training plan new consultants

07/2022 – 02/2023 **SAP Solution Architect for S4/HANA implementation**
KRKA d.d. Slovenia

- Greenfield Implementation from existing system(s) to S4/HANA
- Guide the implementation with fit-to-standard as preparation for the Public Cloud Implementation
- Solution Architect for Supply Chain LoBs: eWM, Sales, Procurement, Production, Sales, PM
- Organize & Lead BPM Workshops

07/2021 – 12/2022 **Business Analist Liaison**
NV Ludo

- Improve reporting
- CR based coordination of solutions
- Working with own selection of consultants in Serbia and Poland

06/2019 – 06/2023 **Business Analist Liaison**
Recipharm Kaysersberg

- Working with own selection of consultants in Serbia and Poland
- Optimization project based on Analysis:
 - Drive Master Data improvements: PP-PI, SD, MM
 - Align the business processes between business and SAP
 - Working with own selection of consultants in Serbia, Poland and Italy
- Next to that several side projects for improvements:
 - Quality monitor between LIMS and SAP QM
 - WM picking improvements
 - Several Reporting tools put in place

06/2019 – 01/2020 **Project Manager**
De Lijn

- Business project manager
- Challenging external implementation partner (TVC) to deliver correct solutions based on customer requirements

- Organize decision workshop with all departments from the business

03/2018 – 03/2019 **ERP Effectiveness Consultant / Project Manager**

AMRI US (Albany Molecular Research, Inc.)

Based in Milano (Italy)

- AMRI has production sites for Active ingredients
- Hired as ERP Effectiveness Consultant
- Completed 360° analysis in the 4 first weeks with as objective of optimizing EBITDA%
- Based on the 360° analysis I was asked to start an SAP Optimization Project:
 - Setup Roles and Responsibilities in SAP in line with the organizational structure
 - Business Process Alignment
 - Change management: Ownership change of Master Data and Production Processes
 - Improve interfaces between SAP and Global BI reporting tools
 - Organize Trainings for all roles in the organization (SD, QM, MM, FI, CO, PPPI, WM, MRP)
 - Prepare a template for roll-out to other sites
- The project was done in 2 phases
 - Training preparation & Master Data (10 consultants hired by myself)
 - Process Improvements & post go-live support (4 consultants hired by myself)
- GAP analyses for other sites (FEB-MARCH 2019)
- Project Preparation for other sites
- Business Improvement:
 - Implementing Document and documentation management
 - Improving the change management procedures
 - Improve Master Data Governance
- Involved in internal support organization
 - Interviewing future internal SAP resources
- Guiding and training new SAP hires

01/2017 – 02/2018 **Interim Manager / Streamlead OtC RMC for HeidelbergCement**

- Hired by Essensys: Executive interim management I am responsible for Support and Business Process Improvements in the Benelux RMC
- Change the business from a project organization into a support organization
- Setup SAP support structure for Benelux
- Support and staff future roll-outs

09/2014 – 10/2016 **Sandoz International (Novartis)**

Phase 1

- SCM Master Data Accuracy an Gathering
 - To consult the SCM Master Data Team in building the product portfolio structure within Sandoz products, retrieving the SCM master data attributes

- To propose, recommend and provide the consultation on master data accuracy and optimization within Supply Chain Planning and execution from Finished dosage form till API level
- To act as the bridge between Technical expertise (ERP cc, CoE) and business terms
- To manage the work packages of system changes within the business SCM Master data team project
- **SCM Planning Optimization**
 - To analyze and provide consultancy on the requirement of Supply Chain to optimize the usage of APO Planning and finally describe in document the findings for further possible improvement
 - To improve the planning parameters in order to ensure the inventory target is aligned with the actual planning
- **Implementation of a Product Structure Database (ABAP development)**
 - In order to validate the SCM Master Data within Supply Chain and ensure the accuracy of a material. A material start from planning till the execution and it is required to know:
 - Which level of the material (material type)
 - How the material is planned, produced and procured between inter-company production plants or a third party supplier
 - Which replenishment method is used for a produced or procured material
 - Only the material master data attributes is definitely not sufficient to validate the correctness of master data. Therefore a structure from Finished Dosage to the active Pharmaceutical Ingredient should be visible in the custom database.
 - Whenever a material is created, changed, extended or deactivated, the entry status of the product structure is updated. The use of this product structure makes the validation more clear since it is checking end-to-end.
 - Supporting in writing the test-scripts for testing this entire flow.

Phase 2

- Being the Centre of Expertise for SHAPE SCM master data defined in the business guideline
- Ensure correctness of critical master data attributes by performing a regular validation
- Implementing the rollout of central SCM master data maintenance
- Managing change requests from customers and ensuring proper communication and alignment with process stakeholders

Phase 3

- Guide the programmer resource fixing the Product Structure Bugs
- Guide and design the assignment of Product Structure
- Supporting in writing the test-scripts for the extensions in the program

04/2011 – 06/2013 **MSD Sentipharm (Merck Sharp & Dohme)**

- SAP Project Lead
- Cut-over manager

- Leading the integration of the Warehouse Management Processes into the Central Global System
- 2 implementation: Benelux Distribution + Import/Export (global)
- Analyse Functional and Technical Integration Impact of the Warehouse Process
- Analyse the Local impacts on layouts, barcode scanner and Material Number changes of over 4000 SKU's
- All the new Materials were created using LSMW's
- The entire stock move (material to material) was done using LSMW
- Studying the impacts on Pharmaceutical procedures
- Reviewing the local roles
- Setting up trainings
- Reporting to the Global Integration team
- Solution for Country of Origin checking Certificate of Analyses
- WM/TRM/SD/MM/QM integration
- Owner of all concerned test-scripts and discuss is with the Quality team

05/2004	04/2011	Akquinet BV/AG	Managing Director (shareholder)
---------	---------	----------------	---------------------------------

As Managing Director, I founded and built the Belgian branch of Akquinet from the ground up, overseeing its growth and strategic direction. I was responsible for securing new projects and expanding the company's offerings in SAP, Navision, and Business Consulting. I managed full HR operations, including hiring, benefits, training, and performance evaluations, to develop a strong consultant team.

Beyond leadership, I remained actively involved in all projects, ensuring successful delivery and client satisfaction. I also designed and developed a GPFI (Graphical Program Flow Interface) to visually document and analyse SAP programs, integrating SAP Graphics with Visio and Word. Additionally, I worked internationally as an SAP trainer in India and coordinated offshore consultants in India and Poland.

As a shareholder, I maintained close collaboration with our parent company in Hamburg, ensuring that our Belgian operations were aligned with Akquinet AG's broader vision.

Antalis (Paris/Amsterdam)

- SAP TRM Specialist
- Technical ABAP
- TRM training in Paris

ScheringPlough

- Reviewing and discuss the functional specifications
- SAP Technical Project Lead analysing, estimating and leading the developments in QM, MM, SD, FI, CO
- Over 200 developments have been implemented on time with a team of 8 developers
- Supporting the test team to give input on all test scenarios relevant for the new developments

- Development: Layouts, barcode scanners, Batch determination logics, Expiry date calculation, workflows, etc...
- EDI interfacing SAP-LIMS
- Developed a Material Master concept for maintaining all necessary fields, priorities of entered fields and making sure all departments filled the correct fields and views. This was done using Transaction Variants and 1 ABAP development.

Hendrickx NV

- Full implementation of a new Warehouse driven system in Navision
- Designed complete warehouse processes and led the implementation of barcode scanners and printers, customer interfaces, bin numbering, etc...

Sentipharm

- Reviewed the entire TRM setup and optimized the working
- Received a SAP global success story in LES-TRM (Task & Resource Management) for the optimization of warehouse processes
- EDI Interfaces with MiniLoad

Eternit (Manasco)

- Maintenance and new developments (placed acquinet consultants)

Bridgestone

- Review of the implemented LES-TRM module

NV Ludo

- Upgrade of SAP: PP, MM, SD, FI, CO + implementing new functionalities

09/2002	04/2004	CMS bvba	Freelance Project Manager (Owner)
---------	---------	----------	-----------------------------------

Eternit (Manasco)

- SAP Technical Consultancy as a freelancer
- SAP Consultancy as a service provider for SAP and KPMG
- Training of internal developers and guiding team during the project phase in delivering smartforms/SAPscript, LSMW, etc...
- Uploading (LSMW) and analyzing (ABAP & excel) the Material Master Data
- LSMW training for the UK branch in London
- SAP SD, MM, PP, FI, CO
- Smartforms, SAPscripts, LSMW, ABAP
- Creating test-script (and ABAP/excel program) to verify the uploaded Master data upfront

12/2000	08/2002	itelligence bvba	Technical SAP Manager
---------	---------	------------------	-----------------------

As Technical SAP Manager at itelligence, I was responsible for establishing and leading a new technical SAP team and developing a Remote Development Concept. Within a year, I successfully built a team of 14 developers, overseeing hiring, interviews, training, and performance management.

Beyond team management, I played a key role in customer relations, internal organization, and sales, ensuring that technical solutions aligned with business needs. My responsibilities covered SAP SD, MM, PP, FI, and CO, and I worked closely with clients to optimize ERP implementations. The Remote Development Concept I introduced streamlined project execution, enabling efficient offshore collaboration and high-quality SAP solutions.

Caritas

- Technical SAP development responsible
- SAP technical solution responsible

Cinta

- Customer Relation Manager
- Technical SAP development responsible

Duferco

- Technical blueprint study for SAP implementation

Scabal

- Responsible for all technical developments

Umicore

- Technical blueprint study for SAP implementation

Ahlstrom Paris

- Technical SAP development responsible

Nexans Paris

- Technical SAP development responsible

04/2000	12/2000	DVC bvba	Freelance Project Manager (Owner)
---------	---------	----------	-----------------------------------

As the owner of DVC bvba, I developed a Remote Development Concept, optimizing SAP project execution and offshore collaboration. This innovative approach was later successfully sold to itelligence, where it became a key part of their development strategy.

Honda Europe

- Technical SAP Consultant
- IDOCs/EDI, ABAP, Batch Inputs

03/1999	03/2000	PriceWaterhouseCoopers	SAP Technical Consultant
---------	---------	------------------------	--------------------------

ExxonMobil

- Technical SAP consultant in one of the largest SAP implementations
- Part of the original STRIPES project team
- LIS, Smartforms, SAPscripts, LIS, IDOCs/EDI, ABAP, BI, etc...

General Electric

- Mapping SAP with Business Objects

Xeikon

- Technical Go-live support
- Smartforms, SAPscripts, LIS, IDOCs/EDI, ABAP, BI, etc...

AGFA Benelux

- FI/CO developments
- Smartforms, SAPscripts, LIS, IDOCs/EDI, ABAP, BI, etc...

09/1997	03/1999	Arinso International	SAP Technical Consultant
---------	---------	----------------------	--------------------------

Sabena

- Technical SAP Consultant in HR and Logistics

Gyproc

- PP, MM, SD, FI, CO
- Smartforms, SAPscripts, ABAP, BI, etc...

03/1995	08/1997	Wizards of The Coast	Logistics & Distribution
03/1993	03/1994	Intertrans NV	Warehouse Lead
09/1992	03/1993	Tiense Suiker NV	Seasonal worker
09/1991	08/1992	Renault NV	Production Chain worker

Before transitioning into IT, I gained hands-on experience in logistics, warehousing, and production through various roles in supply chain operations. These experiences gave me a deep respect for the people on the floor and provided valuable insights into business processes and operational improvements. This foundation has been instrumental in my approach to ERP implementations, ensuring that solutions are not just technically sound but also practical and beneficial for end users.

Areas of expertise

SAP Technical

- LSMW, BI, e-CATT, ABAP, SAPscripts, Smartforms, IDOC, EDI, ALE, LIS, ALV, BADI's, user-exits, Graphical Tools ...

SAP knowledge

- Strong Process understanding: HR, FI, CO, PM, APO, QM
- Strong Process Knowledge: WM, SD, MM, PP, PI
- Expertise: TRM (LES): WM Task & Resource Management

Non-SAP

- SWOT Analysis
- Lean Six Sigma (Green Belt, Black Belt)
- Microsoft tools
- VBA
- AI

Personal Skills

- Business Processes
- Motivational Leadership
- Team Player
- Communication
- Presentation
- Planning
- Estimations
- Problem solver

Languages

- Dutch Native Language
- French Fluent
- English Fluent
- Serbian/Croatian Fluent
- German Basic Knowledge – Good Understanding
- Italian Basic Knowledge – Some Level Understanding

Expertise

(AIGPE™) Certified Six Sigma Black Belt (92%)

(AIGPE™) Certified Lean Six Sigma Green Belt (89%)

(AIGPE™) Certified SWOT Analysis Specialist (93%)

Project Manager

- Since 2000 I have been managing several projects at the same time as Technical SAP Manager (itelligence) and Managing Director (akquinet)
- As a freelance project manager I managed 2 MSD Sentiphar roll-outs including
 - Project and resource planning (staffing)
 - Progress and risk controlling
 - Quality Insurance
 - Cutover management
 - Planning of Trainings
 - Change Management
 - EDI Interfaces between local and central system
 - Microsoft Dynamics Navision

SAP LES-TRM (is now replaced and improved by eWM)

- As a TRM (Task & Resource Management) specialist I combine the necessary skills required to do a successful TRM implementation/optimization:
 - Warehouse Expertise
 - Technical SAP Expertise
 - Functional TRM and WM expertise
- For the TRM optimization at Sentiphar I received a SAP Global Success Story
- I have participated in 3 TRM implementations:
 - Sentiphar
 - Bridgestone
 - Antalis (Amsterdam)

Data Migration/Master Data Management

- As SAP data Migration expert I have worked in several roles on several projects:
- Eternit/Manasco: LSMW, BI
 - Data Migration of: Materials, BOM, Production Versions, ...
 - Training of LSMW
- Schering Plough: MDM through transaction variants and a central

- Development to maintain MMD and insure the quality of data
- MSD Sentiphar: Data Migration of all Materials and Inventory
 - EDI Interfacing
- Sandoz: SCM Master Data Accuracy and Gathering

SAP Technical Expert/Teamlead

- 18 years of expertise in SAP ABAP
- Trained and coached a huge number of consultants in SAP
- Set-up of a remote development concept
- SAP ABAP Trainer at Indian training centre
- Leading offshore developments from start to end
- Developed a GPFI (Graphical Program Flow Interface) to document developments. This was using SAP Graphics and was interfaced to MS Word and Visio
- Trainings and developments in SAPscript, Smartforms, IDOC, EDI, BI, LSMW, OO, User-exits, etc...

References

I would recommend reviewing all of them and do not hesitate to reach out to them directly.

See LinkedIn www.linkedin.com/in/dannyvandijck