

Zubin Shah  
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### Summary

As an experienced SAP Project/Programme Manager, I bring over 15 years of leadership in delivering **complex SAP-led business transformation programmes**. I have partnered with global organisations through top-tier companies including **Diageo, EY, PwC, Accenture**, and **Capgemini**, advising clients on critical, **long-term decisions** that shape enterprise-wide business processes and C-suite reporting.

My expertise lies in leading **end-to-end SAP S/4HANA transformation** programmes, navigating high-stakes delivery environments with confidence and precision. I have successfully operated across **agile, waterfall, and hybrid delivery models**, leading and managing cross-functional teams of up to 25 resources across multiple geographies (Mainly UK and Europe)

My portfolio spans multiple industries and delivery scales, from targeted **change initiatives** to **large-scale, multi-year** transformation programmes with budgets of up to £2.5mn, consistently delivering outcomes that align **technology, process, and business strategy**.

### Skills

- Hands-on Project Management; delivery via Waterfall, Agile, and Hybrid approaches
- Project Management Governance and Delivery
- **SAP S/4 HANA Public Cloud**, Private Cloud and On-Premise
- **Complex Finance transformation** led by SAP
- SAP Data Governance (led all key data milestones of SAP projects)
- Confident communicator — able to simplify complex topics and engage senior stakeholders
- Shared Services; key focus on Finance and Management Reporting
- Designing Target Operating Model
- Leading and managing large cross-country teams

### Work Experience

*September 2024 – January 2026 (Diageo)*

SAP Programme Manager responsible for delivering end-to-end brownfield project moving from SAP ECC to SAP S/4 HANA **Private Cloud**

- Responsible for entry and success criteria of all trial migrations and dress rehearsals
- Led SI partners SNP and IBM to deliver 3 successful E2E trial migrations throughout 2024 and 2025
- Planned multiple migration cycles, whilst keeping the pedal on new build in the Data space
- Single point of contact for reporting and escalations to Leadership (Project Director)
- Collaborate with Leadership team, Functional Leads, Business Leads, Cutover Leads and Deployment teams to deliver trial migrations in preparation for final cutover
- Managed 14 direct reports (6 in Data Migration space and 8 in Data Validation space)
- Completed three successful trial migrations with Data 95% accuracy leading up to the first dress rehearsal
- Responsible for tracking key deliverables, risks, and issues, maintaining an updated Risk & Issue log and following up with accountable owners
- Led tooling and resource specific budgetary decisions and assisted onboarding a new SI partner (Syniti)

*Nov 2022 – June 2024 (FinLync)*

EMEA Lead Project Manager responsible for onboarding **five** Fortune 500 clients and delivering FinLync's ground-breaking SAP S/4HANA **Treasury** functionality.

- **Key point of contact** for the project board on multiple SAP deliveries
- Responsible for **end-to-end delivery** of FinLync's Treasury solutions at **Siemens** and other European clients
- Collaborate with development teams across locations to align on timelines, phases, deliverables, and key milestones
- Responsible for **budgeting, estimation, and project change requests (extensions)** for all SAP projects/rollouts

*May 2021 – May 2022 (EY)*

Senior Delivery Manager responsible for delivery of a global SAP S/4 HANA **Public Cloud** greenfield template for **Landis+Gyr** along with main implementation partner Capgemini.

- **Delivering end-to-end finance design** across pilot countries (Switzerland, western Europe, APAC)
- **Single point of contact** for project board/project director during delivery and QA escalations
- Establish RAID, Reporting and escalation matrix (PMO Governance) for accurate weekly/monthly reporting
- Active participation in preparing **Change management** approach with key senior stakeholders
- Establish **release approach** and workshop scheduling with key client stakeholders, **across 10+ countries**

Outside of this main role, I also led the delivery of an internal SAP repository globally, to enable easy access and retrieval of key client deliverables and credentials.

*August 2019 – February 2021 (PwC)*

Senior Delivery Lead responsible for design and greenfield SAP S/4HANA **Private Cloud** implementation at **Heineken** (brewery client) in the Netherlands.

The business case was to support standardisation and improve financial and management reporting across 20 European countries. Responsibilities included:

- Responsible for delivering end-to-end design, managing a team of **18 resources** including both PwC and client counterparts
- Implement **finance improvement principles** across various sub-domains
- **Plan** and estimate resources and budget for multiple releases (2-year stage plan), while protecting margins
- Maintain seamless **relationships with third parties** and other technology partners/suppliers
- Define **ways of working** for client using agile methodologies
- Define **communication channels** upwards to the project board as well as downwards
- Manage **integration** points with other parallel releases and their project managers
- Provide regular and ad-hoc **reporting and risk assessment** to project leadership

*March 2014 – July 2019 (Accenture)*

**Finance Delivery Lead** delivering process standardisation and optimisation for **Compass Group** (S/4 HANA On-Premise), Dyson (S/4 HANA Private Cloud), Dixons Carphone (S/4 HANA Private Cloud), Imperial Brands (S/4 HANA On-Premise) and BP to reduce the cost of service and provide a single source of truth for reporting. Responsibilities included:

- Responsible for **finance transformation**, managing a team of **19 individuals** (Accenture and client), and associated project deliverables
- **Plan estimates, resources, stage plan and release plans**
- **Define finance business processes** across Procure to Pay, Order to Cash, Record to Report functional areas. Management of integration points with other teams

- Implement **change management** practices with offshore and onshore teams
- Plan and manage day-to-day activities of cross-functional project teams, **adhering to budgets**
- Break-down of complex business scenarios into smaller **work packages**
- Maintain detailed **documentation and reporting** for regular checkpoint meetings with the Change Authority board and project leadership

*December 2009 – February 2014 (Capgemini)*

Various onsite SAP (Finance and Management Accounting) Senior Consultant roles in pan-European accounts to design, build, test, and deploy in the Netherlands, Finland, Germany, and Hungary with localisation elements.

Responsibilities included:

- Operating model options analysis and client workshops
- System design, build and testing, end-user training
- Client relationship building and team lead roles

### Domain Experience

- Consumer Goods/FMCG
- Retail
- Manufacturing

### Key Certifications

- PRINCE2 Foundation
- Professional Scrum Master
- ITIL V3 Foundation
- SAP Finance
- SAP Controlling
- SAP Rise (in progress)

### Highest Educational Qualification

MBA (First Class) – 2009, University of Mumbai

### References available on request