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**Name:** Morten Elle  
**Born:** June 24<sup>th</sup> 1968  
**Position:** SAP Senior Consultant, Solution Architect  
**Language skills:** Native Language: Danish,  
Fluent in speech and Writing: English  
Basic skills: German, Spanish

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**Expertise:** SAP ERP FI, CO, PS, SD, MM, PP  
SAP Netweaver: BI, BPS, IP

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**Certifications:** SAP PS 4.5, 1999  
SAP FI 4.0, 1999  
SAP CO 4.0, 1999

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**Work areas** Administration  
Concept and solution design  
System migration  
System consulting  
Development  
Project/team management  
Coaching  
Customizing

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**Businesses** Aerospace  
Public sector  
Engineering  
Mechanical Manufacturing  
Fashion/Clothing  
Food Manufacturing  
Chemical

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**Consultancy experience:**

- 2017: Management dashboard for Public sector company: BI, BO Design Studio (Public sector)
- 2017: ERP strategy for Public sector owned company: FI, HR, CO, MM, SD, PS (Public sector)
- 2013: Template implementation and rollout to China and Western Europe for Project and Spare-part sales: PS, CO, SD, FI, CO-PA, PCA, CS (Engineering company)
- 2010: Implementation of Funds Management (PSM-FM) integration to PS-CD including design of solution for handling Public Sector specific tax regulation (Public Sector IT service provider)
- 2010 2009-2010: Re-implementation of CO-OM, EC-PCA and CO-PA (Public Sector IT service provider)
- 2009: Solution Architect for implementation of CO-PC Material ledger for three companies (Manufacturing and Engineering)
- 2009: Solution Architect for FI and CO in BSP, reimplementation project (Brewery)
- 2009: Development and implementation of PS and SD solution for Resource Related Billing (IT provider)
- 2009: 2002-2009, Solution Architect on implementation of new group reporting Financial planning solution in BPS, Configuration changes regarding use of CO-PC and CO-PA. Modules: BW, BW-BPS, FI, CO-PA, CO-PC, CO-OM, PP (Manufacturing Aerospace)
- 2009: 2005-2009, Solution architect on implementation of CO, BW, Funds Management (PSM-FM) and FI-AA (Defence)
- 2009: 2002-2009, Assistance in implementation of FI/CO, Material Ledger and Transfer Prices in EC-PCA (Manufacturing and Engineering)
- 2008: Solution architect and Team Lead for BI team: Management Cockpit, Complete BI solution for SD and FI reporting including industry specific solutions (Shipping and transportation)
- 2008: Solution architect in FI, CO, PS, FI-AA and SD (Fashion and Clothing manufacturing)
- 2008: 2005-2008, Solution Architect all modules. Team lead BW/BPS implementation team (National Air Navigation Service Provider)
- 2008: 2002-2008, Implementation of FI-SL for public sector financial reporting according to government rules (Public Sector IT service provider)
- 2008: 2006-2008, Implementation of Financial reporting according to state rules in FI-SL. Reimplementation of FI-AA ( Railroad Infrastructure Provider)
- 2008: 2003-2008, Implementation of PS Result Analysis solution including related PS changes (Engineering and Manufacturing)
- 2007: 2003-2007, Implementation of IM and FI-AA. Assistance i CO-PC solution design (Danish Crown: International food manufacturing)
- 2007: Solution design and Implementation of CO-PC and Activity Based Costing (Chemical Process Industry)
- 2007: 2004-2007, Assistance in implementation of CO-PA, CO-PC Make-to-order solution and FI-AA (Manufacturing)
- 2007: Miscellaneous solution assistance within FI and CO (Manufacturing Camera and Traffic equipment)

- 2006: Implementation of PS and FI-AA for investment projects ( Insurance)
- 2006: Assistance within the area of PS and Workforce planning ( Railways)
- 2005: Development and Conduction of BW workshop for Sales reporting (Food Manufacturing)
- 2004: Teamlead in implementation of FI, CO, AM and BW (Media)
- 2002: Solution architect in PS, CO, FI, AM and SD. Full implementation of CO. Ongoing support during rollout of SD-SIS, FI, CO, BW, PS. PSM Public Sector solution Specialist assistance within areas as Tax regulations, Funds Management (PSM-FM) and multidimensional reporting in FI-SL (Public Sector IT service provider)
- 2002: Design and implementation of FI-SL solution for collection and reporting of financial data according to government rules (National Railroad Infrastructure Provider)
- 2002: Implementation assistance within the areas CO-PC and integration to PP-PI and MM. Problem solving regarding use of CO-PA (Pharmaceutical equipment manufacturing)
- 2002: Training of Project members during start-up (Lundbeck: Pharmaceutical)
- 2002: Implementation of af CO-PA (Pharmaceutical)
- 2000: Implementation of Incoming orders solution using PS, SD and CO-PA (Telecommunications)
- 2000: Implementation of CO-PA (Public sector Tax Authorities)
- 2001: Workforce planning and PS implementation (Insurance)
- 1998: Assistance in implementation of CO-PA and EC-PCA ( Engineering)

**Teaching experience:**

- Delta 4.0 og 4.6 FI, CO og PS
- SAP Nordic Academy FI/CO, 3.x
- TeamSAP Academy Financial Accounting 4.0 og 4.6
- TeamSAP Academy Controlling 4.0 og 4.6
- TeamSAP Academy Project System 4.0 og 4.6
- CO-INT Integration from a CO point of view 4.0 og 4.6
- AC020 Investment Management 4.0
- AC040 Cost Management and Controlling 3.x, 4.0 og 4.6
- AC220 Special Purpose Ledger 4.6
- AC410 Cost Center Accounting 3.x, 4.0 og 4.6
- AC412 Cost Center Accounting, Extended functionality
- AC415 Internal Orders 3.x, 4.0 og 4.6
- AC505 Product Cost Planning
- AC510 Cost Object Controlling
- AC605 Profitability Analysis 3.x, 4.0 og 4.6
- AC610 Profit Center Accounting 3.x, 4.0 og 4.6
- CA705 Basis of Report Painter 4.0 og 4.6
- CA710 Report Writer 4.0 og 4.6
- CA080 Introduction to Project Management 4.0 og 4.6
- CA800 Project Management Structures 4.0 og 4.6
- CA820 Project Management Logistics 4.0 og 4.6
- CA830 Project Management Accounting 4.0 og 4.6
- CA840 Project Management Reporting 4.0 og 4.6
- LO170 Quality Management 4.0
- PIW Process and Integration workshop 4.0 og 4.6
- HR Integration 4.6
- BW205 BW Reporting and Analysis
- BW210 BW Data Warehousing
- TERP10 SAP Overview Academy
- Misc. Customer Specific Training

## Projects/tasks detailed list:

**04/1999 to 08/1999**

### **Engineering**

Consulting and troubleshooting for in the area of CO, PS and SD.

Design of solution for Advanced Results analysis on Sales Orders and Projects.  
Configuration of Results Analysis and CO-PA.

SAP R/3: CO-PC, PS, SD

**11/1999 to 01/2002**

### **IT solution provider**

Consulting, design, architecture and configuration of implementation of CO and FI. Architecture, design and consulting within the area of SD, PS and MM.  
Solution architect for all modules in SAP R/3.

SAP R/3: CO-OM, CO-PA, EC-PCA, FI, SD-BIL, MM, PS, Report Painter/Writer, Drilldown reports, CATS

**10/2000 to 02/2001**

### **Public sector**

Consulting design and configuration of CO-PA for multidimensional reporting on tax revenues.

SAP R/3: CO-PA

**10/2000 to 01/2001**

### **Aerospace - manufacturing**

Consulting and troubleshooting in the Area of CO-PC and CO-PA

Consulting, redesign and reconfiguration of an incorrect implementation of WIP and variance calculation for production orders and product cost collectors.  
Redesign of production variance reporting and variance settlement

SAP R/3: CO-PC, CO-PA

**01/2001 to 01/2002**

### **Aerospace - manufacturing**

Consulting design and configuration of solution to reimplement overhead allocation to full cost principle including implementation of CO-ABC for product costing and production orders.

Design and configuration of CO-PC for use of product cost collectors.  
Implementation of SD pricing for posting sales overheads at the time of billing.

Configuration changes in the area of CO, SD, MM

SAP R/3: CO-PC, CO-PA, CO-ABC, SD billing and pricing, Report Painter/Writer, Drilldown reports.

**11/2001 to 03/2002**

### **Public sector**

Consulting troubleshooting and configuration in the area of FI-SL and report writer. Change in FI-SL solution for reporting according to legal requirements from Danish State.

SAP R/3: FI-SL, Report Painter/Writer

**02/2002 to 06/2002**

**IT provider**

Consulting, design and configuration of reimplementation and redesign of reporting solution in ERP. Reconciliation reports to reconcile FI SD and CO-PA.

SAP R/3: CO-PA, SD-BIL, FI, CO-PCA

**08/2002 to 05/2003**

**Defense**

Consulting, design and configuration of CO-PC for production orders. Handling special accounting issues for complying with legal requirements from Danish State.

SAP R/3: CO-PC, CO-OM, FI-SL

**03/2003 to 06/2003**

**Food manufacturing**

Consulting, design and configuration of Investment management with investment projects (PS) and investment orders. Solution for handling project stock.

SAP R/3: IM, PS, CO-OM, FI-AA,

**05/2003 to 08/2003**

**Chemical - Engineering**

Consulting, design and configuration of Results analysis in Customer projects in PS including customer enhancement solutions for Guarantee, POC and WIP calculation.

Consulting, design and configuration of solution for planned Results analysis.

SAP R/3: SD, PS

**05/2003 to 09/2004**

**Media**

Consulting, design and configuration in the area of FI, CO. Teamlead for 6 persons in FICO implementation team. Global solution architect conducting consulting and design in the area of SD, PS, MM and the use of BI and Media specific components.

SAP R/3: FI-AA, FI-SL, FI-GL, CO-PA, CO-OM, PS SD, MM-PUR.

SAP Netweaver: BW 3.5

**08/2004 to 012/2004**

**Defense**

Consulting design and configuration of Funds Management (IS-PS) and FI-SL solution for State Reporting. Consulting design and configuration of full BI solution for reporting within areas of FM, FI-SL and CO.

SAP R/3: IS-PS-FM, FI-SL, CO-OM

SAP Netweaver: BW 3.5

**08/2004 to 012/2004**

**Insurance**

Implementation of PS for investment projects including POC calculation and Report painter reports for project management.

SAP R/3: IM, PS, FI-AA

**01/2005 to 09/2005**

**Aerospace – manufacturing**

Consulting design and configuration of multicurrency financial planning solution in BW-BPS rel. 3.5. Solution includes integration to APO for planned qty, CO-PC for planned standard costs and complex formula calculations of full balance and P&L in multiple currencies.

Design and configuration of solution to integrate into current BI setup for profitcenter reporting in BI

SAP Netweaver 3.5: BI, BW-BPS

**09/2005 to 12/2007**

**IT provider – public sector**

Consulting, design and configuration of IT solution for Danish municipalities. Design and configuration within the areas of Funds Management, FI-SL, Asset accounting, Tax code configuration.

Design and programming of customer enhancements for FI-SL

Consulting and design within the area of use of BW-BPS for funds management budgeting. Consulting and solution design for integration issues between SD, MM, FI and Funds management.

SAP R/3: IS-PS-FM, FI-SL, FI-AA, FI-GL, CO-OM, MM, SD, CATS  
SAP Netweaver: BW 3.5

**09/2005 to 02/2007**

**Air navigation service provider**

BW team lead for BW team of 4 consultants. Global solution architect, member of steering committee. Project scope is full ERP and BI implementation including Portal based balanced scorecard. FI-SL solution for fulfilling legal requirements for reporting to Danish state and to Eurocontrol.

Design and configuration of BI solutions, and FI-SL solutions. Design of planning model.

SAP R/3: FI, CO, SD, MM, CATS  
SAP Netweaver: BW-BPS 3.5, BI

**10/2006 to 01/2007**

**Public sector**

Consulting, design and configuration of FI-SL solution for reporting according to Danish State legal requirements. Change in configuration of FI-AA to comply with legal requirements.

SAP R/3: FI-AA, FI-SL

**10/2006 to 12/2006**

**Mechanical manufacturing**

Consulting, design and conguration of Material ledger with profitcenter transfer prices and FI-SL ledger for legal reporting.

SAP R/3: CO-PC-ACT, FI-SL, EC-PCA

<b>01/2007 to 04/2007</b>	<p><b>Aerospace - manufacturing</b></p> <p>Consulting design and configuration of changes to existing BW-BPS solution to comply with new group standards for costing and overhead calculation:</p> <p>SAP R/3: SD SAP Netweaver: BW-BPS</p>
<b>03/2007 to 01/2008</b>	<p><b>Public sector</b></p> <p>Consulting, design and configuration of FI-SL solution for reporting according to Danish State legal requirements for purchasing statistics.</p> <p>Implemented for to different Public sector customers facing identical requirements.</p> <p>SAP R/3: FI-SL, MM-PUR</p>
<b>05/2007 to 03/2008</b>	<p><b>Shipping and transportation</b></p> <p>Consulting and design within the area of BI, consolidation and FI-SL. Architect and design responsible for reimplementation of BI solution.</p> <p>Configuration of various areas of BI. Implementation of standard extractors for logistics. Development of ABAP exits for extractors. Responsible for BI team of 4 persons.</p> <p>SAP R/3: FI-SL, EC-PCA SAP Netweaver: BI, Integrated planning, BCS, Management Cockpit</p>
<b>01/2008 to 06/2008</b>	<p><b>Aerospace - Manufacturing</b></p> <p>Consulting design and configuration of changes to existing BW-BPS solution to comply with changed method for calculation and archiving of historical plan versions</p> <p>SAP Netweaver: BW-BPS</p>
<b>03/2008 to 05/2009</b>	<p><b>Manufacturing - Mechanical</b></p> <p>Consulting design and configuration of CO-PA. Assistance in setting up procedure for reconciling CO-PA, SD and FI. Super user training in CO-PA and drilldown reporting</p> <p>SAP R/3: CO-PA, FI-GL, EC-PCA</p>
<b>08/2008 to present</b>	<p><b>Public sector</b></p> <p>Consulting and design of solution within the area of PSCD and integration into PS-FM Funds management and FI-SL.</p> <p>SAP R/3: PS-FM, FI-SL, PS-FM</p>
<b>09/2008 to 08/2009</b>	<p><b>Clothing and fashion</b></p> <p>Consulting, design and configuration within the area of PS and SD. Consulting, troubleshooting and configuration of New GL including parallel valuation and document splitting,</p> <p>ERP: New GL, PS, SD</p>

**11/2009 to 02/2010**

**Brewery**

Consulting, design and configuration of solution for Billing of services and periodic fees using PS and SD, and resource related billing.

Full implementation of SD, Full implementation of PS.

Design and development of customer enhancements in resource related billing and CATS.

Design and configuration of controlling reports for project managers and controllers based on PS info system.

SAP R/3: PS, SD, CATS, CO-OM

**03/2009 to 08/2015**

**Brewery**

Solution architect and Consultant of global template solution including rollout to all main markets in North and western Europe.

Assistance to team of solution architects including review of all Project documents, conduction of review workshops and troubleshooting workshops for solving project Gaps and issues.

Consulting and design of New GL solution, CO-PC solution and CO-PA special processes solution

Consulting regarding use of ERP versus BI for various types of reports.

ERP: New GL, CO-PA, CO-OM, SD, CO-PC, BI

**03/2009 to 08/2009**

**Public sector**

Consulting, design and configuration of PS-FM Funds Management, reconciliation ledger and FI-SL solution for reporting according to legal requirements from Danish State.

Design and development of customer exits for FI-SL field movements and substitutions in FI.

SAP R/3: FI-SL, PS-FM, CO-OM

**06/2009 to 02/2010**

**IT service provider**

Consulting, design and configuration of full reimplementation of overhead allocation solution.

Project aim to comply with increased requirement for overhead transparency  
Project impact on all areas of CO.

ECC 6.0: CO-OM, CO-PA, EC-PCA. FI

**08/2009 to 01/2010**

**Shipping and transportation**

Consulting, design and configuration for billing solution used for billing warehouse services.

Full implementation of SD and various customer enhancements in SD billing.

Reimplementation of ABAP solution used for generating billing basis.

ECC 6.0: SD, FI, EC-PCA

**09/2009 to 01/2010**

**Brewery**

Redesign and reconfiguration of billing solution for billing projects and periodic license.

Including implementation of various CATS exits to get the cost basis from time registration correct.

Implementation of added SD functionality.

SAP R/3: SD, PS, CATS

**10/2009 to 01/2010**

**Mechanical manufacturing**

Consulting, design and configuration of material ledger in 4 plants, in 2 company codes. Project includes actual valuation and Actual costing in company code and group currency.

SAP R/3: CO-PC-ACT

**11/2009 to 01/2010**

**Defense**

Consulting, design and configuration of investment management, including the use of appropriation requests and internal orders.

Consuting, design and configuration of investment order reporting in BI.

SAP R/3: IM, FI-AA, CO-OM  
SAP Netweaver: BI

**01/2010 to 03/2010**

**Manufacturing packaging**

Consulting and design of Material ledger solution for transfer prices between plants in one company code.

SAP R/3: CO-PC-ACT, EC-PCA

**02/2010 to 06/2010**

**IT service provider**

Consulting, design and configuration of full reimplementation of overhead allocation solution.

Project aim to improve performance and simplify methods of overhead allocation. Reimplementation of Profit center accounting. Project impact on all areas of CO.

ECC 6.0: CO-OM, CO-PA, EC-PCA. FI

**05/2010 to present**

**Aerospace - manufacturing**

Reimplementation of BW-BPS solution to simplify calculation of stock and cashflow and to comply with new group standards.

SAP Netweaver: BW-BPS, BI

**08/2013 to present**

**Engineering - manufacturing**

Template solution for Engineering and Manufacturing company with rollout to Western Europe and Asia

ECC 6.0: CO-OM, CO-PA, EC-PCA, FI, SD, PS

**08/2017 to present**

**Public Sector**

Implementation of BI solution to provide query data for BO Design Studio based Dashboard. Responsible for BI setup for All SAP/nonSAP datasources

SAP Netweaver: BI

**08/2017 to 01/2018**

**Public Sector**

Consulting for laying out the future ERP strategy including implementation and road map to get to S/4HANA in time before maintenance of ECC expires

SAP Netweaver, ECC: BI, FI, HR, CO, PS, MM, SD

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**Education:**

Master of Science in Economics and Business administration,  
Århus School of Business, 1992  
Bachelor in Economics and Business administration  
Århus School of Business, 1990

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**Work experience:**

2001-now : Independent Contractor, ME Consult  
1998-2001 : SAP Senior Consultant, Vision Management A/S  
1995-1998: Statens Serum Institut  
1993-1995: William Hansen & Co. A/S

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**Website:**

[www.me-consult.dk](http://www.me-consult.dk)