Curriculum Vitae
Richard Graham Flores-Moore SAP Certified, FCCA, MSP/PRINCE2

Summary	
	Finance Systems Project Manager – The conduit between IT and the business **Project Manager PRINCE2** - Certified Practitioner ID# P2R/086835 **Management of Successful Programs (MSP)** - Certified Practitioner ID# 2000377880 **Cloud Services Provider** - ERP (webERP) – www.account24.biz - Help Desk (MyHelpdesk) – www.erphelpdesk.com - Project Management (Dotproject) – www.orecrest.com - Time Intelligence (custom built) – www.clickclicktime.com - Woo Commerce/WordPress – http://www.smarterwearability.com - Staff Holiday Management (custom built) – www.holidaymodule.com - CRM (customer relationship management) - www.ubergem.com - SAP Quick Reference Guides www.sapqrg.com - Cloud Intelligence (Power BI developed) – www.redparachute.co.uk **OpenSAP certification in SAP S/4 HANA Financials** **OpenSAP certification in Data Science** **SAP Certified Associate FICO and Business Intelligence Consultant** # S0004817114 **London Power BI User Group Member** **Fully Qualified Chartered Certified Accountant ACCA - FCCA** # 4542174 **MBA (Foundation) OU** - Personal ID# U2347969 **Strong team manager AND member** **Belbin team profile:** Completer finisher/Resource investigator **Linked in profile:** https://www.linkedin.com/in/richfm/ **Published articles (including SAP for S/4 HANA Finance and BPC papers) at the following** https://www.linkedin.com/in/richfm/recent-activity/posts/
Professional Experience	May 2017 to March 2019 **Rockwool International Denmark** **<u>Global SAP Project Manager: New GL for BPC S/4HANA Project</u>** **Situation:** Parachuted in to resolve a project with a tight dead line, of high strategic importance to this 2.4 billion EUR business. The steering group included the CFO, CIO and group controller. **Task:** Complete within budget, timeframe and quality constraints the upgrade of SAP. Using the corporate PMO framework and deliverables, engage with the business and change the target processing model to leverage the new functionality and align with the strategic requirements. **Activity:** Planned, resourced, controlled and drove this migration and upgrade **Result:** A fully migrated and upgraded system with trained skilled business users benefiting from the significantly increased visibility and integrity of the entire global ERP system. Delivered in time (before year end) and on budget. **Detail** Detailed implementation, planning and articulation of impact of and the wholesale migration of Rockwool SAP systems to the new GL for BPC S/4 HANA Primary functional areas - PCA, PS, document splitting, FX and settlements, parallel ledgers, month end management and soft closure, budgeting and consolidation, analytics and reporting Commissioning allocating and guiding resources and negotiation with line managers, Close dialogue with business functional leads and systems architecture. Coordination of and participation in discovery and blueprinting workshops, acting on outcomes PMO activities including - PID production, refinement of business requirements, risk and issue initiating and chairing steering groups and user groups, Directing functional and technical consultants and BASIS activities, Responsible for training and in some instances giving training on SAP Stepped up to the mark to design and run global UAT across 33 businesses Integrity review and Sandbox "Cook book" development, Preparation and validation of a high volume data for migration – initial tests ran for weeks successfully reduced to a weekend. ….and finally run Hypercare. Close dialogue with SAP and multiple 3rd parties ensuring timely and within budget delivery managing 20 strong team covering full spectrum of disciplines both within DIGITAL and the business, accounting, budgetary and consolidation functions across the globe. Pseudo Agile/Waterfall approach. The New GL for BPC S4 HANA project successfully completed on time and in budget May 2018

Professional Experience Continued…	**Project Manager: Global Product Information Management (PIM) - inRiver** **Situation:** Senior project manager with significant experience of SaaS to deliver a highly strategic group marketing led systems initiative with a delivery imperative to increase competitive advantage. Steering group included CIO, CFO and CMKT **Task:** Recover the project from a protracted discovery phase, mobilise and implement to rollout stage the global product information management system, realise master data governance, enact business change and integrate and contribute to ecommerce and other consumer stakeholders. **Activity:** Drive and complete discovery and design phase, RFP and selection, plan, budget, gain funding (2.3million EUR) write business case, mobilise and execute the project. **Result:** Delivered MVP in timeframe, in budget and in scope for French and Benelux entities aligned with global strategic requirements and global and local business needs and an initiated global rollout **Detail** Project manager of the global implementation from cradle to grave of InRiver SaaS based Product Information Management (PIM) marketing tool. Find and maintain 20 strong multidiscipline and international team (Solution Architects, networking, multiple SAP modules, web development for example) PMO admin and configuration and reporting, responsible for and control of EUR2.3m budget, close management of 3rd party vendor. Close liaison with the senior officers of this 2.5 billion EUR international company and both group and 33 operational entities The project led the MDM initiative and coordination with multiple source and consumer platforms and projects, SAP, Informatica, CRM, eCommerce. Fully Agile based delivery. Progressed in time and in budget to rollout stage at which point handed over to internal PM. August 2016 to April 2017 (Contract) **Chapman Freeborn Airchartering** **Global Finance Systems Project Manager – Project Phoenix** **Discovery and Selection phases** **Situation:** Multiple distinct localised Sage accounting systems across the globe causing transparency and governance, processing and period end challenges in a business preparing for public listing. Brought in by the board, Finance Director sponsored. **Task:** To discover, explore and radically redesign and migrate financial processes globally and align these with the most suitable available SaaS ERP solution. **Activity:** Discovery and selection planning, discovery workshops, questionnaires, validated process mappings and functional interviews. Gap analysis adoption plans and mappings, RFI and RFP selection processing, presenting back to board level steering group and sounding boards **Result:** Articulation and redesign of financial processes and gained agreement amongst SMEs and SPOCS, process mappings and buy in of those mappings with the finance functions globally. SaaS Sage X3 selection decision based on accounting processes and FX handling (D365 a close second based on strategic alignment) **Detail** Having budget sign-off for the Discovery phase I initiated and designed the project generating collateral and documentation (PMO, PID, business requirements, quality control, plans) and coordinated and enacted the Discovery phase - landing all A2R "As is" processes, redesign, triage solutions, and landing business requirements, including localisations. The project successfully transitioned to Selection phase and focussed on the selection work packages - Request For Information and then Request For Proposal. Platforms considered in the RFI were Oracle Fusion, SAP, MS Dynamics, Sage X3, SunSystems, Netsuite. The project has concluded the RFP work package with the following vendors SAP, Microsoft and Sage. The Selection phase concluded on target in April. Regrettably we lost our sponsor (the CFO) and so the Vendor Engagement work package is postponed till a new CFO is recruited. February 2016 to July 2016 (Contract) **MSI Amlin Insurance** **Senior Business Reporting Transformation Project Manager** Strong management of finance change in a pressurised environment, implementation of finance systems, mapping to finance operations in a non-life insurance industry. Strong communications skills, stakeholder management all levels, manage conflict BAU and project demands, achieve programme imperatives and dealing with complex multifaceted issues. The business facing delivery conduit of the programme building a new enhanced Cognos BI/MI stack based strategic and ad hock reporting solution to support a unified reporting source, the

Professional Experience Continued…	progression of financial close and deep analytics. Working with implementation leads across the business developing and progressing plans, resource requirements, training, testing, process workshops, EUC (end user computing) updates. Also part of the finance transformation programme supporting replacement of the general ledger March 2015 to Feb 2016 (Contract) **Xchanging (now CSC UKI) – London insurance markets** **Global Business Readiness Lead – Finance Transformation Programme** **Situation:** Reporting to the Programme Manager as senior project manager - business implementation lead, responsible for the global delivery of the successful outcome of the work stream for Phase 1 (financials focus A2R and O2C – SAP Finance (HANA), PS, SD, MM, BPC – HANA). **Task:** Target Operating Model design, implementation planning and facilitate business readiness **Activities:** Manage tactical queries, user provisioning, user training, UAT, Hypercare, establish user community and manage change requests, 5 resources, external communications and reporting, risk and issue management, lessons learnt and compliant with the Group Project Delivery Framework **Result:** Successful go live and aligned financial processes with better dynamic analysis and reporting June2014 to March 2015 (Contract) **Unilever Rotterdam** **Global Finance Connect Project Manager/Senior BA – Business Delivery Program** **Situation and Task:** To project manage, organise and implement the business change element of the holistic review of the reporting function for the supply chain businesses of Unilever. **Activities:** Design, coordinate and support the business delivery of the BI/BPC and supporting FICO solution. Guiding the tactical approach to reduced month end close process, control reporting MDM, Gap analysis, Data migration, UAT execution and governance and support, training and stakeholder management. Commission, guide technical and business resources. **Result:** Successful adoption of BI/BPC capabilities and dash boards from multiple data sources and supporting FICO configuration and functions. Significant automation of the consolidation of information processes culminating in Excel based easy to understand pivoted reports including static and dynamic reporting, dash boarding, visualizations and data diagnostics and analytics within a reduced month end timescale. April 2014 – June 12014 (Interim role) **Arthur J. Gallagher International - Insurance** **Interim BA – Discovery Phase Project Designer: MI and Business Intelligence Transformation** Run discovery phase of the project, discovery workshops, process capture, gap analysis and design a project to support big data, predictive analytics, data mining, pricing tools, operational personal lines and financial reporting together with future proofed strategic BI. Solution design, resource and financial budgets, start-up documentation and project initiation document (PID) June 2013 to April 2014 (Contract) **British American Tobacco** **Global Business Readiness Finance Functional Lead** Design global deployment of the MI reporting, dash boarding, visualizations and data diagnostics for the group focussed on Financials and Management Reporting (FICO New GV/L [A2R]), Treasury and Supply Chain Finance configuring via ASAP and IMG and BI AND BPC Reporting. Substantial business change, reporting and data analytics, supply analytics, Integrated Planning, master data management, using leading edge technologies. December 2012 May 2013 (Contract) **British Council** **SAP Project Manager –Reporting and Planning, Global Finance Change Program** Transformed SAP and business processes, Revised accounting, planning and reporting processes and structures, Building business capability for financial and business reporting, Enhancing business and financial planning process Deliverables - Data Flexibility, Global Reporting Suite, hierarchical KPI and dashboards, time management and workflows and planning process October 2011 November 2012 (Contract) **BP Integrated Supply Trading** **Senior Business Change Program Manager (ECC6 SPA IS - Oil)** Turnover $219 billion gross Senior Change functional lead for the global Business Integration and Change Management team

Professional Experience Continued…	and working closely with the Legal Team and senior directors. OTC Derivatives Dodd-Frank and EMIR Regulatory Reform Major back office SAP ECC6 systems processes review and upgrade ECC6 Scope of works covering the project management of the functional upgrade Finance Business Warehouse

December 2010 to September 2011 (Contract)   **Syngenta Switzerland**
SAP Senior Consultant EMEA – Sustainable Excellence A2R
Manage program of changes in this $11.5 billion company to turnround and stabilise SAP
Creation of steady state environment ECC6 FICO (new GL), Project Systems (PS), SD and MM
Scope: SAP – Budgeting Bank, Foreign exchange, prepaid and accruals, Journals, Fixed Assets, Payroll, Tax, Equity, GL processing, management, reconciliation, clearing, BI – reporting and Analytics, Hyperion – HFM consolidations.

December 2009 to Nov 2010 (Contract)   **BP Integrated Supply Trading**
Project Minerva: Release 1 Lead SAP IS - Oil
Integrated Planning SAP 4.6 and BI 7.0, IP and BPC, Multiple SAP (New G/L) clients, JDE, Murex, BW3.X   Audit current intelligence solution supporting global mid office and back office activities

November 2008 November 2009 (Contract)   **Shell International**
R2.2 DBAT Program - BI Design Lead
Manage a team of developers (onshore and off shore) designing and implementing business performance optimization and budgeting tool for Shell's downstream business,

March 2008 - October 2008 (Contract)   **RS Components**
BI Project Manager – European Common Reporting
Review and implementation of international corporate BW and reporting strategy for the biggest ecommerce business in the world.

November 2006 February 2008 (Contract)   **Gate Gourmet**
Finance Systems Consultant

Write and implement FP&A and Management Accounting End User Computing solution for the entire Western Europe group of companies.

June 2004 – October 2006 (Contract)   **Arjo Wiggins Fine Papers**
SAP FICO Finance Systems Project Manager
Responsible for Belgian SAP implementation post implementation issue resolution and Business Object reporting

April 2002 - May 2004 (Contract)   **Estee Lauder Antwerp**
Senior Financial Business Analyst – Europe
Responsible for pan European financial systems functionality and integrity. ERP implementation, roll out and support of Financials (A2R). High technical aspect including SQL (DB2) and some ABAP

March 2000 March 2002 (Contract)   **Wyeth Laboratories (a.k.a. Pfizer)**
Finance Systems Manager
Reporting directly to the Group Finance Director of 20 companies. ERP upgrade, Asset management overhaul, FX and triangulation implementation

Nov 1998 – Feb 2000 **European JDE Systems Accountant**   **Premier Industrial (UK) Ltd**

Nov 1996 – Feb 1998 **Company Accountant**

Feb 1991 – Oct 1996 **Financial Controller**   **Amorim(UK)Ltd**

Jul 1984 - Mar 1991 **Financial Analyst (Competitive Tendering)**   **Highway Group**
Jul 1982 – Jul 1984 **Credit Controller**   **H.S.S. Hire Group Ltd**

Personal information	- Date of birth: 18/03/63 - Married - Languages: passable French, broken Flemish, Spanish, Japanese and Swiss German - Nationality: British - Interests: karate, flying, sailing and the building and marketing of web applications/cloud services.
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