Richard Cale

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Profile

A committed IT professional with extensive technical and business experience and strong commercial acumen gained in International multi-site, multi-protocol environments, confident of delivering business value through clear strategy, leadership, continuous improvement processes, strong project management and teamwork.

I bring a wealth of strategic and operational experience in manufacturing, finance and service companies and most recently hands-on involvement in ERP implementation from a steering group and project management perspective.

Career history summary

Dates:	Employer:	Position:
June 2014 - Present	FeatureRich Limited	Owner / Director
July 2008 - October 2014	Interface Europe Limited	European IT Director
July 2003 - July 2008	Interface Europe Limited	Development Manager / Project Manager
April 2000 - July 2003	Interface Europe Limited	Senior IT Project Manager
Jan 1998 - April 2000	Interface Europe Limited	Senior ICT Business Analyst
Feb 1997 - Jan 1998	Firth Carpets Limited	Information Services Manager
Aug 1989 - Jan 1997	Henry Whitham and Son Limited	Computer Manager
Aug 1987 - Aug 1989	Waddingtons Games Limited	Analyst/Programmer
Aug 1984 - Aug 1987	Waddingtons Games Limited	Data Processing Supervisor
July 1977 - Aug 1984	Leeds City Council	Computer Control Clerk

Current position

In 2014 I set up my own company to allow flexibility and independence in seeking roles as Project Manager, Interim IT Manager/Director or e-Commerce Manager.

Engagements include:

➤ **JDE Consultant / Project Manager, Client: National Oilwell Varco (NOV), Manchester.**
- The sole JDE consultant and project manager to leverage NOV's corporate JDE E1 instance (Tools release 9.2.2.5) to support the introduction of a new product line to the Manchester manufacturing facility.
- Initial 10 month project to implement from scratch the functional processes for Finance, Order to Cash (including CSMS), Procure to Pay (stock and non stock), Inventory Management (including cycle count), MRP, CRP and Shop floor management/booking.
- Follow up 18 month project to facilitate continuous improvement and extensive training of users. (60 users).
- Provided the business process design, standard operating procedures, testing, training and support/handover.
- Implemented master data governance philosophies and data cleansing activities / proactive monitoring.
- Integration to 3rd party products; RF-Smart, Kronos shop floor data collection, Transform AP, HFM.
- Analysis/Reporting via Insight Hubble (RRT) and document management via Transform.
- Functional and technical specifications for problem fixing/modifications. Liaison with corporate IT/Oracle.
- Workshops on product data management for best practice approach on BOM/Routing/Product costing.
- Workshops with SIOP on their forecasting approach.

➤ **Project Manager (on behalf of Redfaire International), Client: Turtle Wax, Liverpool.**
- European Implementation of ERP system JD Edwards Enterprise One v9.1 of Order to Cash, Procure to Pay, Finance, leveraging a US implementation.
- EDI Integration to 3rd party warehouse systems and suppliers.
- Replaced 4 x legacy systems.

➤ **Project Manager (on behalf of Redfaire International), Client: Ageas, Eastleigh.**
- Implementation of ERP system JD Edwards Enterprise One v9.1 G/L, AR, Procure to Pay, Fixed Assets.
- Integration with A/P Automation.
- Data archiving.

➤ JDE Tender presentations and Request for Proposals.
➤ JDE Requirements workshops.

Career History

July 2008 until October 2014, Interface Europe Limited. (Carpet tile manufacturer).
European Division of Interface Inc. (Atlanta, Georgia), European HQ in Scherpenzeel, The Netherlands.

As European IT Director, a member of the Global IT Leadership team, reporting to Corporate VP and CIO (Atlanta), with 4 regional senior managers and 24 other IT team members, responsible for:

- Managing an annual European IT operating budget of €4.3m, and in 2014 Capital projects of €3.5m.
- Phased implementation of JDE Enterprise One: Finance, Procurement, Strategic services (Job Costing), Quality module and the Order to Cash range of modules.
- Project Management Office to formally construct a cost and business case for capital projects and project manage via formal methodology of PRINCE2 and PMI.
- ITSM: Introducing ITIL standards and approach into the service management teams.
- Development of a strategic application roadmap (standardisation and simplification). To include the regional deployments of JDE Enterprise One.
- Implementation of global solutions where possible to meet application roadmap, leverage investment and deliver vision of 'One Interface'.
- Centres of excellence for focussed collaboration and cross regional specialism.
- Infrastructure consolidation covering the 5 corporate data centres and migration to cloud/managed services. Initially retaining the 3 x regional JDE instances separately.
- Contract management and SLA agreements with partners and consultants. Incorporated a variable model for project and support resources/services using on-site and offshore resource teams.
- IT organisation restructured to meet the business aspirations and expectations and better reflect the "plan, build, run" operating model.
- Talent and Leadership review to incorporate Gallup strength finder, development planning, and succession and retention management.

In addition to the role of IT Director, I also acted as Business Relationship Manager throughout Europe / MEA:
- To represent IT within the division's business/management teams by maintaining a high degree of visibility within the business and attending business meetings and appropriate management forums.
- Providing a central point of information for all related IT activities
- To represent the business needs and interests within IT, contributing to appropriate IT team, operational and development meetings
- To maintain a detailed knowledge of the key business processes, systems and applications employed by the business.

July 2003 - July 2008, Interface Europe Limited - Development Manager / Project Manager.

Appointed e-Business Development Manager with responsibility for Websphere commerce, Domino development and other e-commerce activity. I managed the internal e-business development team based in Scherpenzeel, and delivered a European awareness platform with additional secure B2B component and our first residential B2C site also with secure B2B store.

Acted as Project Manager when external, sub-contracted, design or development teams were required and liaised closely with our organisation's sales and marketing contract (B2B) and residential (B2C) managers both here in Europe and on joint projects with the US.

Responsibilities further enlarged to include managing the European development team of Analyst / Programmers split between the UK and Netherlands offices. This team's main purpose was to support, promote and where necessary enhance, our internally developed ERP system written in COBOL and Integrating third party applications like Spectra (Financial), DCS (Warehouse Management), EDI and e-commerce sites.

Following a change in corporate ERP direction (the selection of JD Edwards Enterprise One), my role was to provide an effective framework for assessing, developing and accepting any enhancements to standard E1 and to recognise and minimise the consequences to future E1 version releases. The financial modules were implemented across our EMEA and India regions and I was then involved in developing the business case, short listing of implementation partners and the planning phase for the JDE logistics implementation.

April 2000 - July 2003, Interface Europe Limited - Senior IT Project Manager.

As Divisional IT Project Manager, accredited to practitioner level in PRINCE2, workload was dominated by the corporate selection of SAP. I delivered the current and future application architecture, software user base analysis, hardware sizing and performance benchmarks, proposed interfaces and network infrastructure, migration strategy and business contingency and recovery planning. Fully documented with system schematics, application maps and detailed cost breakdown.

Project Manager of Divisional CRM / Sales Force Automation system, 250 users, multi-language, multi-protocol application, Domino based and web enabled, budget of £ 240k.

Trainer and internal consultant for data warehousing, report writing and query using SPSS showcase products.

Jan 1998 - April 2000, Interface Europe Limited - Senior ICT Business Analyst.

Managed the migration of systems from JBA and legacy applications to implement the Interface Europe systems to include, bespoke ERP modules and packaged financial suite.
Implemented the Common Mill System (CMS) throughout the business with minimal legacy applications and respective integration. I managed the transition phases whilst maintaining effective business operations, and project managed other business applications as required.

Following the successful implementation, I was seconded to the Corporate 'Year 2000' Team as Business Analyst, where we consolidated the Group's ICT systems, effected year 2000 date compliance and successfully configured, tested and implemented systems throughout the Organisation and subsidiaries.
The total project covered 12 production sites worldwide, a sales presence in over 100 countries and over 2,300 users; I had direct involvement as the sole or Senior Project Manager in 5 sites and approximately 800 users.

Feb 1997 - Jan 1998, Firth Carpets Limited. (Carpet manufacturer). Acquired by Interface in January 1998

Information Services Manager with IT operations, development and project management responsibilities.
Managed day to day operations of a department of 5, plus contractors, op ex. budget of £450k. Regular reporting and updates to board members. Acted as Project Manager for deploying the group strategic ERP System, (JBA System 21), throughout the company, (128 users and £750k budget), unfortunately this was interrupted by the Interface acquisition.

Designed and managed local area network and sourced an appropriate wide area network to remote UK companies.

Aug 1989 - Jan 1997, Henry Whitham and Son Limited, Sheffield. (Steel stockholding / metal processing).

Computer Manager with multi-site IT operations and project management responsibilities, which included:

- Designed and staffed a centralised data centre (computer room, computer office and training centre) and implemented an appropriate local and wide area communication network.
- Member of the Total Quality Management steering committee, active in shaping company policy, total quality education and developing business and functional strategies.
- Project managed a group-wide fully integrated manufacturing system, comprising the extensive analysis of existing systems, document and data flows, defined user requirements and invitation to tender, selection of suitable vendor / solution and the design and development phases of implementation.
- Promoting adoption of MRP II methodology and respective business implications.

Aug 1987 - Aug 1989, Waddington Games Limited, Leeds. (Games and jigsaw manufacturer).

Analyst / Programmer, responsible for the planning and development of new or converted applications to meet the needs of various user groups and performing 'hands on' business and systems analysis, Support and maintenance of the packaged software modules, design and development of compatible in-house applications, written in DataBasic. Providing user training and familiarisation, documentation of system procedures and user guides.

Aug 1984 - Aug 1987, Waddington Games Limited, Leeds. (Games and jigsaw manufacturer).

Data Processing Supervisor with a small team, optimising workloads and liaising with departments on data entry, job scheduling, production of ad-hoc reports and utilities. Operating the small hardware infrastructure.
Increasingly involved in programming and the testing and parallel running of systems prior to implementation.

July 1977 - Aug 1984, Leeds City Council. (Local government)

Computer control clerk in a large scale, centralised, data processing service involving liaison between data preparation, development department and IT operations. Responsible for the preparation and validation of input and the balancing, correction and distribution of output. Learned the importance of thoroughness and accuracy of data.

Personal Details

Address:	50, School Hill, Newmillerdam, Wakefield, England. WF2 7SP
Telephone:	+44 1924 249075
Nationality:	British.
Driving Licence:	Full and clean

School / College:	City of Leeds School, Leeds. Kitson College of Further Education, Leeds.
Dates:	1970 to 1977.
Qualifications:	3 'A' Levels. 8 'O' Levels.

May 2003, successfully assessed by the Australian Computer Society under their pre-migration scheme of recognition of prior learning of ASCO code 1224-11 IT Manager.