

Curriculum Vitae

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

Summary	<ul style="list-style-type: none">▪ Financial and Business Systems Consultant – The conduit between IT and the business▪ Programme Manager MSP Certified Practitioner ID 2000377880▪ Project Manager PRINCE2 Certified Practitioner # P2R/086835▪ Fully Qualified Accountant and Fellow Member of the ACCA (FCCA) # 4542174▪ MBA (Foundation) OU - Personal ID U2347969▪ SAP Certified Business Intelligence and BI Consultant # S0004817114▪ Strong team manager AND member▪ Belbin team profile : Completer finisher/Resource investigator▪ Linked in profile : http://uk.linkedin.com/in/richfm▪ London Power BI User Group Member▪ OpenSAP certification in Data Science March 2017 and SAP by Design
Professional Experience	<p>August 2016 to April 2017 Chapman Freeborn Airchartering <u>Global Finance Systems Project Manager – Project Phoenix</u> <u>Discovery and Selection phases</u></p> <p>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 "As is" processes, redesign, triage solutions, and landing business requirements, including localisations.</p> <p>The project successfully transitioned to Selection phase and focussed on the selection work packages - Request For Information and then Request For Proposal.</p> <p>Platforms considered in the RFI were Oracle Fusion, SAP byDesign, MS Dynamics, Sage X3, SunSystems, Netsuite. The project has concluded the RFP work package with the following vendors SAP, Microsoft and Sage.</p> <p>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.</p> <p>February 2016 to July 2016 MSI Amlin Insurance <u>Senior Business Transformation Project Manager</u></p> <p>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.</p> <p>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 progression of financial close and deep analytics.</p> <p>Working with implementation leads across the business developing and progressing plans, resource requirements, training, testing, process workshops, EUC (end user computing) updates.</p> <p>Also part of the finance transformation programme supporting replacement of the general ledger and direct reporting. Introducing a new reserving tool and earning engine set and end user reporting Cognos BI/MI data marts for underwriting reserving and financials, automated reconciliation tools, a new accounting engine and exception handling. This during a particularly busy time for Finance: year end, quarterly reporting and merger activities and go-live Solvency II reporting.</p> <p>Specific functional teams Finance Operations, Financial Planning & Analytics, Group Finance, Credit Risk and Reinsurance Recoveries</p> <p>Headquartered in Leaden Hall Central London the implementation included all enterprise wide business entities in the UK but also in Europe and Bermuda.</p>

Professional Experience Continued...

September 2015 to February 2016 **Medical and Healthcare Products Regulatory Authority**

Senior Project Manager - Cloud Business Intelligence

- Reporting to the Programme Manager and senior directorship level stakeholders via project assurance team and programme board.
- Managing cradle to grave entire cloud based Microsoft stack business intelligence solution (Azure, Power BI, SSAS, SSRS, MDS) Discovery, Design, Build, Test, Implement, Service Management.
- Multiple simultaneous work streams Architecture, Business Readiness, Technical Assurance, Training, Data Migration, Testing, Service Management.
- Strong third party management of complex contract (IMGROUP).
- Managing 11 staff. 1,100 users.
- Building an accomplished and leading tactical and strategic reporting capability and an advanced pharmacological vigilance capability which will be globally marketed.

March 2015 to September 2015

Xchanging (now CSC UKI)

Global Business Readiness Lead – Finance Transformation Programme

Reporting to the Programme Manager, as the business implementation lead/senior project manager, responsible for the global delivery of the successful outcome of the work stream for Phase 1 (financials focus – SAP FI and controlling and budgeting, SD, MM, BPC – HANA platform).

Key responsibilities include:

- Business readiness at all levels of the business and global finance shared services facilitating the implementation of SAP, engendering buy in in a disruptive change process, demonstrating at every turn how to leverage the system to their benefit overcoming objection and resolving difficulties in both procedural and system process and being on their side during the necessary adoption of this single system configuration needed for the good of the entire business.
- Prepare and execute project, stage, cutover and if necessary, exception plans in conjunction and coordination with other project managers (5 in total) and agree them with the project board.
- Hypercare issue management and support, 2nd level triage, issue resolution and coordination and commissioning of third party support where necessary and initiating post implementation change requests up for CAB review.
- User provisioning and segregation of duties requiring detailed study of business processes (and SOPs) and roles to ensure business continuity and minimisation of frustration and so facilitating adoption.
- The provision of single point of contact to the business for tactical response to SAP queries, provision of classroom SAP training and guidance including collateral such as quick reference guides communicated via various channels including Sharepoint.
- Target Operating Model design and implementation planning
- Management and coordination training, publishing of collateral (2 staff)
- Communications and the Finance Transformation Programme web site (1 staff)
- Planning and cross workstream integration
- Management of internal customer relationships across GFSS and business sectors.
- Responsible for all external programme communication
- Responsible for all training needs to be delivered by the programme and the business
- Establishment globally of Change Agents to assist in the adoption and embedding of change across the organisation
- Reporting of status, risks and issues and suggesting mitigations to the Programme Manager and thereafter progressing on approval.
- Ensuring all activities are carried out in accordance with the Group Project Delivery Framework (GPDF).
- 5 staff in total for the work stream (2 trainers, 1 comms, 2 BA's)
- Described by users as a "systems wizard"

April 2014 to March 2015

Unilever

Global Finance Connect Project – Business Delivery

To facilitate and enable successful adoption of SAP FI and controlling and BI capabilities and dash boards from multiple data sources. 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. This amounted to 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.

Professional Experience Continued...

The project was a multi-platform solution (SAP, Teradata, SSRS) with a focus on the business readiness over multiple operational and reporting functions and multiple businesses (14) and countries (10) (Cost control. CAPEX, fixed assets, supply chain, working capital, sales and distribution materials ledger and product cost control, security).

Functions: Finance, Supply Chain Finance, Manufacturing (both discrete and process), Materials Management. Cost control. CAPEX, fixed assets, working capital, sales and distribution, materials ledger and product cost control, security

Business Readiness work packages:

- Month end close reduction – automation, pre-cut, workflow,
- Unidirectional master data (MDM) - consistency, mappings (historics), timeliness, definitions and maintenance.
- Gap analysis – appraise, facilitate, educate and understand the business functional processes and map these to the solution, identify and progress shortfalls, keep stakeholders engaged.
- Data migration - scope, infrastructure, technical aspects, 3rd party delivery, review and agreement, ensure timely and coordinated delivery
- UAT - UAT user provisioning and education, management of process, infrastructure,
- HPQC, governance, integration and progression of UAT activity, write sophisticated SQL
- HPQC extractors enabling better monitoring and automated statistical analysis of UAT
- Training - material generation, environment preparation, co-ordination, delivery and performing
- Stakeholder management - Communications strategy and tactical application of the strategy, negotiation and engagement, training and education, driving cultural shift, acceptance and embedment, user support network.

June 2013 to April 2014

British American Tobacco

Global Business Readiness Finance Function Lead

Functional areas: Financials and Management Reporting (FICO), Treasury and Supply Chain Finance configuring via ASAP and IMG and BI Reporting

- Autonomous implementation of multiple deployments of the global MI reporting, dash boarding, visualizations and data diagnostics for the group
- Functional areas Statutory and management reporting, treasury and supply chain finance
- Drive business requirements beyond reporting to promoting trust in the BI solution by involving deeply the cross FICO to BI integrity processes and FICO configuration. With primary focus on R2R Such as ensuring FICO PC Hierarchy, Financial Statement Versioning and correct configuration and one to one account (FI) to cost element (CO), and consistent WBS element granularity levels
- Design FICO to BI reconciliation work flows around FICO configuration and closing cockpit processes coupled with transactional reporting via KE30 and S_ALR prefixed reports. And automated evaluations of key FICO tables such as FAGLEFELXT and open items BSIS using ODBC connectors via Excel and MSSQL
- Manage relationships across diverse global group of stakeholders. Leverage the information asset to it's full potential.
- Implement global data migration, embed effective BI at all levels (end market, region, centre) including top team sponsorship and commitment.
- Manage global communications and training and perform training
- Manage multi-site multi-time zone deployment User Acceptance Testing
- Establish user networks to enable successful adoption of BI capabilities.
- Establish BI SMEs across functions.
- Ensure successful business change by establishing knowledgeable Regional and Local User Networks to enable successful adoption of TaO BI capabilities such as Management and Operational Reporting and Self Service.
- Perform Region by region business readiness and role out of the TaO Integrated Reporting Business Solution

Substantial business change, reporting and data analytics, supply analytics, Integrated Planning, master data management, leading edge technologies.

December 2012 May 2013

British Council

SAP Project Manager –Reporting and Planning, Global Finance Change Program

Aims:

Professional Experience Continued...

- A global finance service culture
- 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

Leading a team of business analysts and consultants

- Identifying detailed business requirements through information gathering, critical review and analysis
- Creating a sustainable data model which accurately represents the business segmentation of the British Council as the basis for reporting
- Designing the business solutions to these requirements

Project deliverables - work streams

1. Data Flexibility – data architecture overhaul enabling the reporting and data model flexibility to rapidly reflect the strategic business design and transformation: greater flexibility and integrity FICO data model revisions and custom data tagging (UDC) processes during the ETL process.
2. Global Reporting Suite – aligning reporting to instil comparison and synergistic benefits via adoption of a hierarchical and subscribed to British Council GAAP web enabled reporting suite using Business Objects supported by BW
3. KPI and dashboards – hierarchical in nature (strategic ,managerial, operational) self supporting suite of dashboards supported by expert systems facilitating rapid communication of decision relevant information - using mainly Xcelsius
4. Time recording – providing a robust basis for cost allocations and more accurate profitability reporting across the globe using SAP Project Systems and IP functions
5. Planning process enhancements - introducing SAP BPC and increasing usability and workflow

Reporting to the Global Finance Change Programme Manager, and working closely with the Programme Team and key stakeholders and business staff driving forward the Financial Change agenda.

October 2011 November 2012

BP Integrated Supply Trading

Senior Business Change Manager (ECC6)

Turnover \$228billion gross

Senior Change BA functional lead for the global Business Integration and Change Management team and working closely with the Legal Team and “C” level directors.

OTC Derivatives Dodd-Frank and EMIR Regulatory Reform

Design and implementation of OTC Derivatives Regulatory Reform Monitoring system
Built using substantial SQL data flow delivering sophisticated near time solution
Front office impact assessment, analysis and exchange traded alternatives to OTC.
User interface, data architecture, ETL processes, rolling reporting and auto-analysis.
Supporting senior management in their determination of threshold requirements, bilateral risk mitigation and clearing alternatives, quantitative impact reporting.

Major back office G/L systems processes review

SAP ECC6 upgrade project functional scope mid and back office – Futures and Options, Billing, AR and AP, Reference Data and Counterparties, Settlements, Deal Work List, Ancillaries, Reporting Technologies and Cross Application, Purchasing and Invoice Management, Finance and Period end, Indirect tax, Back Office GL, Banking, Working Capital and Cash Forecasting, Reconciliations, Cash and Banking, Inventory Valuation.

ECC6 Scope of works covering the project management of the functional upgrade

Strong stakeholder management throughout. Leading workshops and involvement.
Identifying and leveraging quantum changes between SAP 4.6 and ECC6
Business Process reviews the finding of solutions and their implementation
Design and delivery of business process enhancements
Functional workshops and training classes
Writing and controlling project documentation
Supporting adherence to Business Change and IT&S project procedures
Close user/stakeholder engagement throughout IST middle and back offices
Reporting enhancements mainly SAP, BW and Excel to macro level and SAP BPC
Development of bespoke database driven Business Priority Tool (Access based)
Capture, progress and conclude 74 Business Process (as mentioned above), BAU

enhancements, Mini-projects and Change Requests
Draft out business continuity solution for Vendor Invoice Management

Finance Business Warehouse

Finance Business Warehouse (FBW) enhancements – query performance enhancements, improved “F4” functionality, aggregations and broadcasting. Migration of Indirect Tax Warehouse to the Finance Business Warehouse affording synergistic benefits and introducing a combined multi cube and virtual cube solution to remove latency.

December 2010 to September 2011

Syngenta Switzerland

SAP Senior Business Process Manager EMEA – Sustainable Excellence A2R

Syngenta Switzerland (\$11.5 billion t/o)

Manage program of changes to turn round and stabilise Syngenta European SAP solution.
Creation of steady state environment ECC6 FICO(new GL), 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.

Manage program of change requests and incident closure and implement governance processes, mobilise resource (40 head team of both internal and third party) to enable closure and act as conduit between IT and the business

Interface closely with the business by country call, attending or running user forums, initiate and maintain stakeholder engagement and education.

December 2009 to Nov 2010

BP Integrated Supply Trading

Project Minerva: Release 1 Program Lead

Integrated Planning SAP 4.6 and BI 7.0, IP and BPC, Multiple SAP clients, JDE, Murex, BW3.X
Audit current intelligence solution supporting global mid office and back office activities

Primary issue resolved by determination of filtered datasets via SQL analysis and developing plural query processes and re-architecting the platform optimising task specific info providers.
Info cubes, multi cubes, virtual cubes and BEx revisions.

Progress Minerva Release 1 Change Requests to conclusion (reengineer processes, system performance, reporting, cube reconfiguration)

Involved in the assessment of the RFPs for the new trading functionality

November 2008 November 2009

Shell International

R2.2 DBAT Program Manager Functional Design Lead

Reporting to the Global MI Program Manager of Shared Services

Phased implementation Cards, Marine, Aviation, Bitumen.

Manage a team of developers designing and implementing business performance optimization tool for Shell's downstream business, an ETL cost allocation process handling over half a billion transactions per year.

Advised on cube design and led SQL based processes per and post PCM enhancement, Global multiple ERP Source systems (both SAP and Non-SAP) and Cards Management Information (Super Sirius) resolving, via ETL processes and Business Objects PCM/EPM tool, to the Global Enterprise Data Warehouse on a SAP BI 7.0 platform.

Lead the design and implementation of the Budgeting Manual Input and Integrated Planning Tool and the bespoke web front end.

March 2008 - October 2008

RS Components

BI Project Manager – European Common Reporting

Reporting to Head of Finance and IT: International Management Centre of the biggest ecommerce business in the world.

Brief: Review and implementation of international corporate BW and reporting strategy
On the biggest ecommerce business in the world.

Work packages: Ecommerce, Planning, Product Costing and Product Margin, Key Performance Indicators/Performance Management Reporting, Management Accounting, Customer Discounts, Sales Performance, Marketing

Deliverables:

- A well used suite of template reports on a European Report Register (ERR) that can be validated back to the SAP accounting source data
- Where metrics are used as part of the report these will be officially defined in adherence

	<p>to the accounting manuals, scheduled and signed off and in the ERR</p> <ul style="list-style-type: none"> • All registered reports to use best practice. • A fully defined and subscribed to governance/change management process • A searchable business metadata/data dictionary defining cubes, metrics, queries and reports. • An applied broadcasting policy for all reports <p>November 2006 February 2008 Gate Gourmet <u>Finance Systems Consultant</u> Reporting to UK Finance Director Write and implement budgeting tool and budgeting process. Migrate legacy Financial Statement of Operation (FSOP) reporting process management accounting controlling budgeting and forecasting (FICO to Excel via VB) to SAP BW 3.5 Consolidate, validate and upload Western Europe financial data to BW and Hyperion Financial Management (HFM), validate BW HFM and Financial Statement of Operation (FSOP) reporting. Perform FP&A SAP Finance and Controlling function</p> <p>June 2004 – October 2006 Arjo Wiggins Fine Papers <u>SAP FICO Finance Systems Project Manager</u> Reporting to Group IT Director Responsible for Belgian SAP implementation post implementation issue resolution and Business Object reporting</p> <p>April 2002 - May 2004 Estee Lauder <u>Senior Financial Business Analyst – Europe</u> Reporting to Global Systems Architect (in Belgium) Duel ERP environment SAP and JDE Responsible for financial systems functionality and integrity in Europe. ERP implementation, roll out and support. High technical aspect including SQL (DB2) and some ABAP</p> <p>March 2000 March 2002 Wyeth Laboratories (a.k.a. Pfizer) <u>Finance Systems Manager</u> (Contract) Reporting directly to the Group Finance Director of 20 companies. ERP upgrade, Asset management overhaul, FX and triangulation implementation</p> <p>Nov 1998 – Feb 2000 <u>European JDE Systems Accountant</u> Premier Industrial (UK) Ltd Nov 1996 – Feb 1998 <u>Company Accountant</u> Feb 1991 – Oct 1996 <u>Financial Controller</u> Amorim(UK)Ltd Jul 1984 - Mar 1991 <u>Financial Analyst (Competitive Tendering)</u> Highway Group Jul 1982 – Jul 1984 <u>Credit Controller</u> H.S.S. Hire Group Ltd</p>
Systems and code	<p>SQL – DB2 (advanced), MySQL (advanced), MSSQL and Access Web languages – PHP, Java Script, HTML, CSS BI – SAP, BO XI, BPC and PCM, Pentaho, Qlik View, Cognos, Sharepoint and multiple portal solutions. ERP – SAP (FICO, SD, MM, PS and CATS, ASAP and IMG), JDE Financials, Oracle, Sage Process design – Visio, ARIS SaaS – vtigerCRM, SugarCRM, OwIDMS, ClickClickTime, Concur, MyHelpdesk, Workfront, Helpdesks/QC – HPQC, Bugzilla Relevant office – Excel to macro level and interfaced (BI), Access to macro and application level (BI solution modelling), Powerpoint (visualisations), Project and Visio</p>
Personal information	<ul style="list-style-type: none"> ▪ 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. <p>CLOUD SERVICES</p> <ul style="list-style-type: none"> • ERP (webERP) – www.account24.biz • Help Desk (MyHelpdesk) – www.erphelpdesk.com • Project Management (Dotproject) – www.orecrest.com

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- Time Intelligence (custom built) – www.clickclicktime.com
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- Cloud Intelligence (Pentaho, in development) – www.intelligentbi.co.uk
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