

## Curriculum Vitae

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

<b>Summary</b>	<ul style="list-style-type: none"><li>▪ <b>Finance Systems Project Manager</b>– The conduit between IT and the business</li><li>▪ <b>OpenSAP certification in SAP S/4 HANA Financials Business Suite</b></li><li>▪ <b>SAP Certified FICO (New G/L) and Business Intelligence Consultant S0004817114</b></li><li>▪ <b>Programme Manager MSP Certified Practitioner ID 2000377880</b></li><li>▪ <b>Project Manager PRINCE2 Certified Practitioner # P2R/086835</b></li><li>▪ <b>Fully Qualified Accountant and Fellow Member of the ACCA (FCCA) # 4542174</b></li><li>▪ <b>MBA (Foundation) OU - Personal ID U2347969</b></li><li>▪ <b>Strong team manager AND member</b></li><li>▪ <b>Belbin team profile</b> : Completer finisher/Resource investigator</li><li>▪ <b>Linked in profile</b> : <a href="http://uk.linkedin.com/in/richfm">http://uk.linkedin.com/in/richfm</a></li><li>▪ <b>London Power BI User Group Member</b></li><li>▪ <b>OpenSAP certification in Data Science</b></li><li>▪ <b>Published articles (including SAP BPC for S/4 HANA Finance paper at the following <a href="https://www.linkedin.com/in/richfm/recent-activity/posts/">https://www.linkedin.com/in/richfm/recent-activity/posts/</a>)</b></li></ul>
<b>Professional Experience</b>	<p>May 2017 Onwards (ongoing) <b>Rockwool International Denmark</b> <b><u>SAP Project Manager : Global Implementation of New GL</u></b> Driving the delivery of the Mobilisation, Blueprinting and Execution stages of the project. Detailed implementation planning and articulation of impact of the new GL (PCA, Document splitting, Parallel ledgers, month end etc), Resource allocation and line manager negotiation (20 strong cross functional team), close dialogue with functional leads and systems architecture and design and execution of comms strategy. PMO activities (Including PID production, refinement of business requirements, risk logs etc, initiating steering group and user group involvement, coordination of and participation in Blueprint workshops, directing BASIS activities, training, integrity review and Sandbox "Cook book" development. Issue of work orders, progress reviews, driving and delivering progression of and resolution to issues and actions distribute amongst the team via RACI matrix and tracked via project SharePoint site. Directing testing of migration and functionality, budgetary control</p> <p>Concurrently assigned as <b><u>Project Manager for Product Information Management (PIM)</u></b> cloud based implementation. Start up to mobilisation. Undertaking same activities as indicated in the Discovery and Selection phases for the Chapman Freeborn role below but with master data management elements.</p> <p>August 2016 to April 2017 <b>Chapman Freeborn Airchartering</b> <b><u>Global Finance Systems Project Manager – Project Phoenix</u></b> <b><u>Discovery and Selection phases</u></b> 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.</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, 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>March 2015 to July 2016 <b>Xchanging (now CSC UKI)</b> <b><u>Global Business Readiness Lead – Finance Transformation Programme</u></b> 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 A2R – SAP FICO (New G/L) and budgeting, SD, MM, BPC – HANA platform).</p> <p>Key responsibilities include:</p>

**Professional  
Experience  
Continued...**

- 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"

June 2014 to March 2015

**Unilever**

**Global Finance Connect Project – Business Delivery**

To facilitate and enable successful adoption of SAP FICO (New G/L) 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.

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

**Professional Experience Continued...**

- 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.

May 2014

**Arthur J Gallagher**

**Gallagher Insurance Solutions (GIS) MI Transformation – Interim Program Manager**

Drafting out of 18 month program Start Up and Program Initiation Document for review with executive board by end of May. (£1.2m capex). Big data and data mining, predictive analytics, pricing tools, personal lines operational and financials BI, strategic BI and future proofing.

June 2013 to April 2014

**British American Tobacco**

**Global Business Readiness Finance Function Lead**

Functional areas: Financials and Management Reporting (FICO New GV/L [A2R]), 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:

- 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

**Professional Experience Continued...**

flexibility to rapidly reflect the strategic business design and transformation: greater flexibility and integrity FICO (New GL) 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 (PS) 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 FIO New G/L 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, A2R Finance and Period end, Indirect tax, Back Office GL, Banking, Working Capital and Cash Forecasting, Reconciliations, Cash and Banking, Inventory Valuation and Project Systems (PS)

**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 (New G/L)  
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), 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

AnalyticsHyperion – 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 (New G/L) 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 pre 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 to the accounting manuals, scheduled and signed off and in the ERR
- 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

November 2006 February 2008

**Gate Gourmet**

**Finance Systems Consultant**

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 (A2R) to Excel via VB) to SAP BW 3.5

Consolidate, validate and upload Western Europe financial data to BW and Hyperion Financial

	<p>Management (HFM), validate BW HFM and Financial Statement of Operation (FSOP) reporting. Perform FP&amp;A SAP Finance and Controlling function</p> <p>June 2004 – October 2006 <span style="float: right;"><b>Arjo Wiggins Fine Papers</b></span>  <b><u>SAP FICO Finance Systems Project Manager</u></b>  Reporting to Group IT Director  Responsible for Belgian SAP implementation post implementation issue resolution and Business Object reporting</p> <p>April 2002 - May 2004 <span style="float: right;"><b>Estee Lauder</b></span>  <b><u>Senior Financial Business Analyst – Europe</u></b>  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 of Financials (A2R). High technical aspect including SQL (DB2) and some ABAP</p> <p>March 2000 March 2002 <span style="float: right;"><b>Wyeth Laboratories (a.k.a. Pfizer)</b></span>  <b><u>Finance Systems Manager</u></b> (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 <b><u>European JDE Systems Accountant</u></b> <span style="float: right;"><b>Premier Industrial (UK) Ltd</b></span>  Nov 1996 – Feb 1998 <b><u>Company Accountant</u></b>  Feb 1991 – Oct 1996 <b><u>Financial Controller</u></b> <span style="float: right;"><b>Amorim(UK)Ltd</b></span>  Jul 1984 - Mar 1991 <b><u>Financial Analyst (Competitive Tendering)</u></b> <span style="float: right;"><b>Highway Group</b></span>  Jul 1982 – Jul 1984 <b><u>Credit Controller</u></b> <span style="float: right;"><b>H.S.S. Hire Group Ltd</b></span></p>
<b>Systems and code</b>	<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, ERP Helpdesk  Relevant office – Excel to macro level and interfaced (BI), Access to macro and application level  (BI solution modelling), Powerpoint (visualisations), Project and Visio</p>
<b>Personal information</b>	<ul style="list-style-type: none"> <li>▪ Date of birth : 18/03/63</li> <li>▪ Married</li> <li>▪ Languages: passable French, broken Flemish, Spanish, Japanese and Swiss German</li> <li>▪ Nationality : British</li> <li>▪ Interests: karate, flying, sailing and the building and marketing of web applications/cloud services.</li> </ul> <p><b>CLOUD SERVICES hosted by Richard</b></p> <ul style="list-style-type: none"> <li>• ERP (webERP) – <a href="http://www.account24.biz">www.account24.biz</a></li> <li>• Help Desk (MyHelpdesk) – <a href="http://www.erphelpdesk.com">www.erphelpdesk.com</a></li> <li>• Project Management (Dotproject) – <a href="http://www.orecrest.com">www.orecrest.com</a></li> <li>• Time Intelligence (custom built) – <a href="http://www.clickclicktime.com">www.clickclicktime.com</a></li> <li>• HR and Recruitment (OrangeHRM) - <a href="http://www.clickclickhr.com">www.clickclickhr.com</a></li> <li>• Staff Holiday Management (custom built) – <a href="http://www.holidaymodule.com">www.holidaymodule.com</a></li> <li>• CRM (customer relationship management) - <a href="http://www.ubergem.com">www.ubergem.com</a></li> <li>• Cloud Intelligence (Pentaho, in development) – <a href="http://www.intelligentbi.co.uk">www.intelligentbi.co.uk</a></li> <li>• SAP Quick Reference Guides <a href="http://www.sapqrg.com">www.sapqrg.com</a></li> <li>• Document Management Systems <a href="http://www.sonofkyoto.com/">http://www.sonofkyoto.com/</a></li> </ul>
<b>Contact</b>	<p>Address in West Sussex  Phone: (01403) 730092  Mobile: 0778 050 6400  E-mail: <a href="mailto:richfm@alphaledgers.com">richfm@alphaledgers.com</a></p>

