

Resume for Richard Byrom – Oracle Applications Consultant and Solutions Architect

NAME - Richard Byrom

MARITAL STATUS - Married

DATE OF BIRTH - 19 December 1970

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CURRENT POSITION – Oracle Applications Consultant and Solutions Architect



EXECUTIVE SUMMARY

My ambition is to deploy cutting edge IT solutions for leading organisations as I believe I am highly skilled and have much to offer potential employers and their stakeholders. Presently I am an independent Oracle Applications Consultant and Solutions Architect for [Richard Byrom Consulting](#). Prior to this I have consulted with numerous professional consulting firms and IT Companies

Functional and Technical Skills

I have been working with Oracle Enterprise Resource Planning (ERP) Systems for the past 16 years and have experience in implementing multi-currency, multi-org/country solutions within Shared Services environments in numerous types of industries. Most of my implementation work has been carried out in the United Kingdom, however, I have also worked on implementations that involved the following countries – Belgium, Czech Republic, Denmark, France, Germany, Ireland, Italy, Luxembourg, Netherlands, Poland, Romania, Spain, Switzerland and the United States. Earlier implementations within Africa covered Botswana, South Africa, Uganda, Zambia and Zimbabwe.

My primary area of expertise in enterprise system implementations is Financials since I have an accounting background. However, I can quite easily implement the operational and logistical components of systems as evidenced in my work experience. I believe that where I really add value to my employers is in being an all-round performer. My functional skills are excellent and I am also technically competent. A summary of the Oracle modules and related products I have implemented together with the appropriate version and experience is as follows:

Module/Product	Version	Experience
General Ledger (GL)	11i & R12	Advanced
Accounts Payable (AP) - Fusion Certification attained from 2016	11i, R12 & Fusion Release 12	Advanced
Accounts Receivable (AR)	11i & R12	Advanced
Fixed Assets (FA)	11i & R12	Advanced
Cash Management (CE)	11i & R12	Advanced
Purchasing (PO) – Fusion Certification attained from 2016	11i, R12 & Fusion Release 12	Advanced
iSupplier (POS) - Fusion Certification attained from 2016	11i, R12 & Fusion Release 12	Basic
iProcurement (ICX) - Fusion Certification attained from 2016	11i, R12 & Fusion Release 12	Intermediate
i-Expenses (OIE)	11i & R12	Advanced
Projects (PA)	11i & R12	Intermediate
E-Business Tax (ZX)	R12	Basic
Treasury (XTR)	R12	Basic
Sub Ledger Accounting (SLA)	R12	Basic
Financial Accounting Hub (FAH)	R12	Intermediate
Global Accounting Engine (AX)	11i	Basic
Property Manager (PN)	11i	Intermediate
Public Sector Budgeting (PSB)	11i	Advanced
Public Sector Financials (PSF)	11i	Advanced
Oracle Public Sector Financials International – OPSF(I)	11i	Advanced
Shared Service, Multi Org & Multi Reporting Currency (MRC)	11i	Advanced
Human Resources – Shared (HR)	11i	Intermediate
Financial Statement Generator (FSG)	11i	Advanced
Oracle Reports, including RXi and OTBI	11i, R12 & Fusion Release 12	Advanced
System Administration (AOL)	11i & R12	Advanced

Module/Product	Version	Experience
Oracle Workflow (OWF)	2.6	Basic
Oracle Discoverer	10.1.2	Intermediate
Applications Desktop Integrator (ADI)	7.2	Advanced
Oracle Financial Analyzer (OFA)	6.4	Advanced
Oracle Tutor (for documentation and training material)	11i & R12	Advanced
Oracle User Productivity Kit (UPK)	11	Advanced
Hyperion Financial Management and Interfacing	System 8	Basic
Oracle CRM on Demand	19	Basic
Oracle AIM (Applications Implementation Methodology)	3.1	Advanced
Oracle OUM (Oracle Unified Method)	5.3.0	Basic
ConfigSnapshot (applications setup review tool)	2	Advanced
Dataload (tool used to load data)	4.3.9	Advanced
TOAD (system and table administration and troubleshooting)	8.5	Basic
HP Quality Center Enterprise Edition	11	Intermediate
Oracle Service Oriented Architecture (SOA) Suite	11.1.1.3	Basic
Oracle Weblogic	10.3.3	Basic
Oracle Access Manager (OAM)	10.1.4	Basic
Oracle WebCenter Suite	11.1.1.3	Basic
Oracle Identity Management	11.1.1.2	Basic

In addition to my experience implementing and project managing Oracle ERP solutions I have also gained a broader level of expertise by developing Architecture Solutions and IT strategies for a number of organisations across a variety of platforms and systems. My expertise in these areas can broadly be categorised as follows:

Information Technology (IT Strategy)	Solutions Architecting
<ul style="list-style-type: none"> <input type="checkbox"/> Functional and Technical Analysis and Solution Design <input type="checkbox"/> Decision making using various frameworks and tools (e.g. Kepner Tregoe) <input type="checkbox"/> Risk Analysis <input type="checkbox"/> Value Chain and Stakeholder Analysis <input type="checkbox"/> Analysis of Total Cost of Ownership (TCO) and Return on Investment (ROI) for IT Projects <input type="checkbox"/> Mapping IT solutions to strategic business goals <input type="checkbox"/> Development of Strategic Internet, Intranet and Web Solutions 	<ul style="list-style-type: none"> <input type="checkbox"/> Requirements Analysis and Problem Identification <input type="checkbox"/> Architecture Optimisation <input type="checkbox"/> Through life analysis <input type="checkbox"/> Operational analysis <input type="checkbox"/> Development strategy <input type="checkbox"/> Cost benefit analysis <input type="checkbox"/> Risk management
Technology Products	
<ul style="list-style-type: none"> <input type="checkbox"/> Oracle – Fusion Cloud Services and Middleware (SOA Suite), E-Business Suite and On Demand <input type="checkbox"/> Microsoft – ERP, Active Directory, Exchange, SharePoint, Office and Windows <input type="checkbox"/> Google – Mail, Messaging, Forms, Spreadsheets 	

Prior to working with Oracle products I was implementing [BaaN](#), another ERP system. In total I have been implementing ERP systems for 19 years and have been involved in more than 25 implementations. Most of my implementation experience is in the private sector although I have also consulted for the public sector and am capable of adapting to both types of environment.

Speaking, writing and communication skills

I have presented papers at numerous local, regional and international conferences and contribute to leading publications around the globe. In both 2003 and 2004 I spoke at Oracle [Appsworld](#) in San Diego, California - Oracle's flagship Applications conference. I have also presented papers to the Oracle Applications User Group ([OAUG](#)) and Atlanta Oracle Applications User Group ([ATLOAUG](#)) in America, the European Oracle User Group (EOUG), the UK Oracle User Group ([UKOUG](#)) and Financials Special Interest Group (SIG) and the South African Oracle User Group ([SAOUG](#)). My white papers have been published in Oracle journals in the United States and United Kingdom. I also served as Deputy Editor of the UK Oracle User Group Magazine (known as Oracle Scene) for a period of two years from December 2003-2005. Copies of my presentations and white papers can be downloaded at <http://www.richardbyrom.com/index.php/forum>

Professional credentials

I completed my Articles of Clerkship with Deloitte and Touche and also have a Bachelor of Accounting Science (B.Compt) Degree from the University of South Africa ([UNISA](#)). In 2003, I completed my postgraduate degree, a Master's in Business Leadership (equivalent to MBA) with University of South Africa ([UNISA](#)). Here I majored in Project Planning, Scheduling and Control, Management of Technology and Managing Electronic Commerce.

WORK EXPERIENCE

[Richard Byrom Consulting](#)

(December 2007 – Present Day)

Position: Oracle Applications Consultant and Solutions Architect

[Ashfield Healthcare](#)

Future Fit Finance Programme (July 2016 – Present Day)

Role – Oracle Fusion P2P Consultant

Ashfield is one of the leading US-based healthcare services organizations and is part of the sales, marketing and medical services division of United Drug PLC. Here I was part of the Procure to Pay team performing a global rollout and green field implementation of the Oracle Fusion Procurement Cloud Service. Responsibilities included: -

- Business Analysis and System Design
- Delivery of Conference Room Pilot (CRP), Integration Testing and User Acceptance Testing (UAT)
- System Configuration and Documentation
- Data Migration and Cutover
- Report Specifications, OTBI Report Development and Training
- Regular Reporting to Project Management
- Working with team members and business Subject Matter Experts (SME's) from other Project domains, namely Financials, Projects (PPM), Integration, Human Capital Management (HCM) and Change Management
- Risk and Issue Tracking and Resolution
- Custom Role Development
- Post Implementation Support for Procurement, Financials and Projects

[Royal Bank of Scotland](#)

Ledger Transformation Programme (April 2015 – May 2016)

Role – Oracle Functional Consultant

The Royal Bank of Scotland is a retail bank that together with NatWest and Ulster Bank provides banking facilities throughout the UK and Ireland. Here I worked in the UK Design and Configuration team as part of their Ledger Transformation Programme. This involved migrating the bank from their legacy platform to a core set of Oracle technologies comprised of: -

- Oracle Financial Services Analytical Applications (OFSA)
- Financial Accounting Hub (FAH)
- E-Business Suite (EBS)
- Oracle Data Relationship Management (DRM)
- Oracle Service Oriented Architecture (SOA) Suite
- Oracle Business Intelligence Enterprise Edition (OBIEE)
- Hyperion Financial Management (HFM)

Responsibilities included: -

- Working with a multiplicity of teams both on and offshore to ensure the solution met the user requirements whilst complying with RBS standards
- Business Process Analysis and Design
- Production Review and Communication of Use Cases that satisfied Business Requirements
- Gap Analysis
- Functional Requirement Specification preparation
- Data Migration and Cutover

[Technip](#)

Oracle R12 Upgrade (September 2014 – January 2015)

Role – Data Migration Technical Solutions Architect for Inoapps

Technip is a world leader in project management, engineering and construction for the energy industry. Technip UK, Norway and Offshore Marine services performed an upgrade from Oracle R12.1.3 to Oracle R12.2.4, as part of this upgrade data had to be migrated between these two environments across the Projects, Supply Chain, Financials and HR Streams

Responsibilities included: -

CV for Richard Byrom – Oracle Applications Consultant and Solutions Architect

- Providing Strategic advice on the delivery of the migration components
- Managing the technical development team responsible for the design and build
- Ensuring full traceability of deliverables throughout the project lifecycle using various tracking tools and Oracle AIM documentation
- Working with the Functional and Solution Stream Leads (SSL) across all streams to determine scope and delivery timelines
- Working with leads responsible for Interfacing systems and Master Data Management (MDM) to ensure appropriate synchronisation and provision of data
- Reporting to Project Management and the Steering Committee on progress

Avery Dennison

Oracle R12 Finance ONE (F1) Transformation Project (October 2013 – July 2014)

Role – Oracle Financials Functional Consultant

Avery Dennison is a global leader in labeling and packaging materials and solutions. The F1 programme aims to rollout a new suite of Oracle based technologies to support key finance functions in 14 European countries following an implementation in North America. Here I worked in the Record to Report (R2R) tower as the business lead for Fixed Assets and Project Costing during the Product Test and Integration Test Cycles of the implementation. Responsibilities included: -

- Design – working with business subject matter experts (SME's) and the Accenture implementation consultants to ensure the system was designed in accordance with business requirements and was closely aligned to the initial North American implementation.
- Configuration – environment configuration and documentation
- Testing – preparation and execution of test scripts as well as defect management
- Training – preparation of training material and training Key Users
- Data Migration – ensuring data was appropriately extracted from legacy systems and then translated, loaded and reconciled in the associated Oracle modules.

After the integration test cycles I transitioned to the Change Management team to become Training Lead for the User Acceptance (UAT), Transition, Production and Post Go Live support phases of the project. Here I was responsible for delivering training using a variety mediums to the Core Finance, iExpense and Ariba user community of +1,000 users. Responsibilities included:

- Design – designing training materials for the Invoice to Cash (I2C), Procure to Pay (P2P) and Record to Report (R2R) Organisation “Towers” in accordance with the solution being delivered across the Organisation
- Build – building training materials using a variety of mediums, in particular User Productivity Kit (UPK)
- Delivery – delivery of training material using a variety of mediums such as classroom training, Web Conferencing, and online portals
- Reporting – reporting on training attendance and assessments at Board level by producing metrics using various Google technologies

References: Huib van Gijn (Director and Record to Report Tower Leader – Finance Transformation), Katherina Greene (Change Management Lead), Saine O'Doherty (Senior Director)

Doosan Power Systems

Oracle R12 Financials and Projects Implementation (August 2012 – July 2013)

Role – Oracle Consultant

Doosan is a leading provider of cleaner, greener technology, products and services for power generation: from turnkey steam power-plant projects to boilers, turbines, nuclear and wind power. A strategic initiative to rationalise and improve the efficiency of global operations led to the Process Improvement (PI) ERP programme which largely entailed the implementation of Oracle R12 E-Business suite and various supporting systems. Here I was the business Subject Matter Expert (SME) for the Oracle E-Business Tax, Treasury and Cash Management Modules having joined the project at Conference Room Pilot (CRP) Stage. I also worked closely with other SME's to help implement a custom set of forms and reports as part of a Project Forecasting module which integrated with Project Costing and Billing.

Responsibilities included: -

- Liaising directly with stakeholders across a diverse range of business and technology functions
- Reviewing and approving detailed Solution Design Documents, and verifying that they provide the required clarity and explanation of the solutions to requirements

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- ❑ Reviewing and approving functional specifications for data migrations, reporting & analyses, systems integrations, and customisations to standard packaged software and verifying that they provide the required clarity and explanation of the solutions to requirements
- ❑ Working with the Infosys team (Implementing Partner) to translate the Business Requirement documents into Functional and System documentation and ensure most efficient use is made of standard Oracle functionality
- ❑ Working with Infosys to ensuring the most efficient solution was identified where bespoke functionality was required
- ❑ Acting as a bridge between the Doosan business team and the Infosys team
- ❑ Assisting with the development and execution of testing scenarios for Conference Room Pilot (CRP), System Integration Testing (SIT) and User Acceptance Testing (UAT)
- ❑ Reviewing and approving e-learning and classroom based training material
- ❑ Working with the data migration team to ensure that Project Costing and Billing data was appropriately validated and migrated for Go Live
- ❑ Post Go Live Support

References: [Andrew Colquhoun \(Director PI/ERP\)](#), [Drew Connolly \(Project Accountant\)](#),

Royal Bank of Scotland

Oracle R12 Implementation (March 2012 – July 2012)

Role – Procure to Pay (P2P) and Data Migration Lead Consultant for Tata Consultancy Services

Leading the analysis, design and build of Procure to Pay (P2P) and Data Migration solutions for Cost Management. This involved: -

- ❑ Working with the onshore functional design teams and business users to understand requirements and ensure solutions were designed and built within tight time scales
- ❑ Preparation and planning for System Testing, System Integration Testing (SIT) and User Acceptance Testing (UAT)
- ❑ Managing offshore development and subsequent deployments of code to environments
- ❑ Structuring Roles and Responsibilities around the solution design
- ❑ Documenting the solution design and build using Oracle Unified Methodology (OUM) and Internal Banking Methodologies
- ❑ Quality Assurance on all deliverables
- ❑ Regular reporting to Management
- ❑ Communicating Project Milestones to management

Balfour Beatty – Group Head Office

Oracle R12 and Fusion Middleware Implementation (May 2009 – January 2012)

Role – Technical Architect

I undertook the following roles and activities: -

- ❑ Providing technical expertise to the Knowledge Sharing & Collaboration Team as part of the delivery of an Enterprise 2.0 Portal for Balfour Beatty Workplace using Oracle Fusion Middleware (SOA Suite).
- ❑ Working with the Front Office Process Lead to establish the requirements and business case for the implementation of a Group Customer Relationship Management (CRM) system which included the assessment of potential software vendors and platform hosting options - this role also included sitting on the Group CRM Design Council to provide technical expertise for divisions implementing CRM on Demand.
- ❑ Reporting into the Group Enterprise Architect and advising on the technical aspects of an Oracle Fusion Middleware implementation which encompassed a number of projects, namely:
 - Group People Finder – developed using Oracle Universal Content Manager and the Oracle Identity Management Suite
 - Development of Group Technical Standards
 - Utilisation of The Open Group Architecture Framework (TOGAF) for architectural model and design.
 - Designing and implementing an Enterprise Technology Framework and Roadmap for all Operating Companies within the Balfour Beatty Group
- ❑ Reporting into the Group ERP Director and developing various business cases related to the rollout of Oracle E-Business Suite R12 within the group.

References: [Michael Austin \(Head of Strategy and Architecture\)](#), [Tim Waldram \(Knowledge Sharing & Collaboration Transition Manager\)](#), [Mike Fox \(Programme Director – Applications and Technology\)](#).

EarthTech – Oracle E-Business Suite Financials, Project and HR Implementation (May 2008 – April 2009)

Role – Lead Financials and Purchasing Consultant

EarthTech, a member of the [TYCO](#) group of companies, is a leading provider of environmental, earth sciences, waste management and geotechnical engineering services. They commenced the implementation of Oracle E-Business suite for 500 users in 2007 and went live in April 2008. I joined the implementation team shortly after go live and was responsible for undertaking the following activities: -

- Documentation and knowledge transfer of month end procedures and processes
- Implementation of enhancements to Purchasing and associated workflow and procedures
- Enhancements to Internet Expenses functionality
- Implementation of the Fixed Assets Module
- Monthly reconciliations of financials Sub Ledgers and Projects module to General Ledger
- Providing management with recommendations and guidance on enhancements to existing functionality and implementation of new functionality
- Scoping and Developing Reports in Oracle Discoverer
- Post Implementation Support

References: [David Withers \(Finance Director\)](#), [Martin Crowe \(Oracle Project Manager\)](#), [Dave Solesbury \(European IT Director\)](#).

<p><u>Thales Enterprise Services</u> <u>(September 2004 – November 2007)</u> Position: Principal Consultant</p>
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Thales is a world leader in Mission-critical information systems for the Aerospace, Defence and Security markets. Here I was a Principal Consultant with the Thales Enterprise Services Oracle Applications Consulting Practice in the UK. I was in charge of the Financial Systems and Projects Group of consultants, with responsibility for design, build and continuous improvement of processes within the Thales Group and implementation of mission critical systems, including a Shared Services environment for Procure to Pay (P2P). My responsibility included looking after the Continuing Professional Development Programme for UK Financials staff and the maintenance of the quality of professional input to the Support Group who provide support services to customers in all market segments.

A summary of projects implemented whilst at Thales is outlined below: -

Thales Enterprise Services Solutions Architecture Team – (July 2007 – November 2007)
Role – Solutions Architect

In addition to my Oracle role of leading the Oracle Financials team and implementing and project managing Oracle implementations I also worked extensively with the Solutions Architecture team to develop bid responses to a number of internal and external Requests for Proposal (RFP) as well as develop organisational IT strategies.

Working Links – IT Strategy (March 2007 – June 2007)
Role – IT Strategy Development

Here I was responsible for developing an IT strategy for Working Links, a company that helps long term unemployed and disadvantaged people back to work. My strategy was designed to meet the following requirements outlined by working links management

- Provide tactical and strategic input under the direction of Working Links IT Director towards Working Links current and future business applications.
- Identify how to exploit the current systems and more importantly given the forward agenda determine what is needed to support the business for the future.

Military Training Services (MTS) - Upgrade from 10.7 to 11i (November 2006 – March 2007)
Role – Project Manager

As project manager for this upgrade I oversaw the upgrade of the existing R10.7 of Oracle to release 11i. Key activities included planning the project, managing the communications between functional, technical consultants and business users, tracking and reporting on each phase of the project.

Thales Communications – Gap Analysis (May 2006 – October 2006)

Role – Solutions Architect and Oracle Financials Consultant

This project involved performing a Gap Analysis for Thales Communications against the Thales CORE model to determine the businesses suitability and readiness for rollout. Key deliverables I produced for this activity were a formal gap analysis document providing a comprehensive applications architecture covering all business requirements, including a process flow diagram explaining the future enterprise information model. I also developed a high level implementation plan and rollout strategy based on the findings of the Gap Analysis study.

Thales Airborne Systems – First implementation of the Thales Oracle E-Business Suite CORE model (October 2005 – April 2006)

Role – Lead Financials Consultant

This was the first implementation of the Thales CORE model, designed to be rolled out throughout the Thales Group. Here I was Lead Financials Consultant responsible for managing a team of consultants implementing the financials modules of Oracle E-Business suite. Apart from managing the consultants I was also involved in hands on work within the General Ledger module, particularly in the area of designing and building management reports. I was also responsible for liaising with management and the various consultants to establish how the project was planned and coordinated.

Thales Information Services – Migration from Sun Accounts to Oracle E-Business Suite (April 2005 – July 2005)

Role – Lead Financials Consultant

This was a fast track implementation which involved migrating the Thales Services organisation from Sun Accounts onto an already existing environment. This meant a very short design phase and a quick build. I was responsible for the configuration, testing and build of all the financials modules (AP, AR, CE, and GL) and assisted in the Oracle Projects setup.

Thales Naval – AorTHA Oracle E-Business Suite Projects and Financials Implementation (November 2004 – March 2005)

Role – Lead Financials Consultant

Thales in the Netherlands designs and builds Naval Defence Systems. On this project I was the lead Financials Consultant responsible for the implementation of the core financials modules alongside a complex Oracle Projects implementation. I was involved during the Build, Transition, Production and post implementation support phases of the project. My skills were used to meet the client's requirements for complex tax, intercompany and multi-currency transactions as well as enhanced reporting requirements as a result of newly introduced International Financials Reporting Standards (IFRS).

RPC Data Limited (An Oracle Certified Advantage partner located in Botswana)

(April 2001 – August 2004)

Position: Senior Oracle Applications Consultant

RPC Data Limited is an Oracle Certified Advantage partner located in Botswana. My role was primarily project managing and implementing Oracle Financials as well as the implementation and support of Oracle Financial Analyzer and Oracle Public Sector Budgeting. A summary of clients, modules implemented and work carried out is contained below: -

Government of Botswana – Government Accounting and Budgeting System (GABS) Implementation (October 2003 – August 2004)

Role – Lead Consultant for implementation of Oracle Public Sector Budgeting module

The Government of Botswana has embarked on the implementation of a Government Accounting and Budgeting System (GABS). My role on this project was to design and build the Oracle Public Sector Budgeting module for the Government of Botswana. This involved identifying user requirements, mapping the Oracle solution to these requirements and then finally building the system. The core modules used in performing the activities mentioned were Oracle Public Sector Budgeting, Oracle Public Sector Financials (International) and Oracle General Ledger.

**Government of Uganda – Integrated Financial Management System (IFMS) Implementation
(March 2003 – September 2003)**

Role – Public Sector Financials and Budgeting Training.

The Government of Uganda was implementing Oracle Public Sector Budgeting for 6 ministries and 4 local governments as part of an initiative to implement an Integrated Financial Management System (IFMS). My role on the project was to configure a training system that aligned to the customers business and functional requirements, prepare training materials and subsequently train super users on the following modules: -

- Public Sector Budgeting
- Oracle Public Sector Financials International – OPSF (I)
- Public Sector Purchasing
- Public Sector Payables
- Public Sector Receivables
- Public Sector General Ledger
- Cash Management
- Application System Administration

**Botswana Meat Commission Oracle Financial Analyzer (OFA) Implementation (September 2002)
Role – Functional Expert for OFA implementation**

Botswana Meat Corporation is involved in the slaughter of cattle and processing of the meat which is then sold both locally and internationally. Here I was involved in the setup and implementation of Oracle Financial Analyzer for the production of analytical reports for management. The setup was performed on top of an instance of Oracle 11 and the information was extracted using the OFA GL Link.

**National Development Bank Oracle Financials Implementation (October 2001 – November 2002)
Role – Team Leader / Project Manager**

National Development Bank is a local bank which provides loans to the business Community in Botswana. The project involved the implementation of Oracle Financials and it's interfacing to the Bankmaster system which housed all the loans. I lead the implementation team and setup a number of financials modules as well as the property manager module. I also used Oracle Discoverer and implemented Applications Desktop Integrator (ADI) and Oracle Financial Analyzer (OFA) with the web interface. I gained an intimate knowledge of how to set up the OFA GL Link as the client used OFA for financial statements, management reports and budgeting. My use of Oracle Applications Implementation Methodology (AIM) significantly enhanced the project management and documentation process.

**Vista Cellular (April 2001 – September 2001)
Role – Team Leader / Project Manager**

Vista is one of the two cellular operators in Botswana and at the time was a subsidiary of France Telecom which eventually became Orange. The project involved the implementation of Oracle Financials and it's interfacing to the BSCS billing system. I project managed the implementation and set up most of the financials modules. I was also involved in the set up of Oracle Financial Analyzer for providing management reports. During the implementation I also became familiar with the use of Oracle Discoverer and Applications Desktop Integrator (ADI). Oracle Applications Implementation Methodology (AIM) was also used to manage the project through the different phases.

<p><u>PricewaterhouseCoopers</u> Zimbabwe – Management Consultancy Services (February 1998 – March 2001) Position: Senior Consultant</p>

In February 1998 I joined PricewaterhouseCoopers as a Senior Consultant. Here I was trained in BaaN financials and Hyperion and subsequently implemented for a number of blue chip companies. A summary of clients, modules implemented and work carried out is contained below: -

**Anglo American Plc. (August 2000 – December 2000)
Role: Technology Consultant for E-Procurement Initiative**

Here I was involved in the analysis and design phases of an E-Procurement Initiative for the Anglo American Group worldwide. The analysis phase involved designing a questionnaire which would provide appropriate information on the technology infrastructure. Once the questionnaire was received this information was then consolidated and reported on. The design phase involved making various recommendations as to which hardware, software and network infrastructure needed to be set up as well as costing the various implementation options available to the client.

Zimbabwe Newspapers (April 2000 - June 2000)

Role: Implementation and Support

Zimbabwe Newspapers is responsible for the manufacture and distribution of one of the local newspapers in Zimbabwe. I was involved in implementing and providing support for the Financial Statements and Dynamic Enterprise Modelling modules. I performed various Technical Functions (e.g. uploading of master data into the BaaN system) and also assisted in analysing and rectifying integration problems with sales and purchasing.

Mazoe Citrus Estates (January 2000 – March 2000)

Role: Post implementation Support

Here I was involved in fixing a number of problems that had occurred during the initial implementation performed by a different consulting group. I was involved in checking and correcting integration problems with purchasing and sales and the preparation of financial statements. I also implemented electronic banking and the cash management module. Lastly, I performed various reconciliations and fixed problems which were pointed out by these reconciliations.

Border Timbers Limited (November 1999)

Role: System Audit

Here I was involved in auditing the BaaN system after it had been implemented by a separate group of consultants. This involved analysing various balances, checking the integration and reconciliations and reporting back to management on my findings.

Anglo American Corporation Zimbabwe (September 1998 - October 1999)

Role: Financials Project Manager

Anglo American is a large conglomerate with interests in agriculture and mining. I was responsible for implementing the financials modules of BaaN as well as Dynamic Enterprise Modelling (Process Flows). Target Enterprise, BaaN's project management tool was also used to manage the project. I also setup the Hyperion interface with BaaN using Ledger Link and developed a number of management reports using Hyperion. As financials project manager I was responsible for liaising with senior management and reporting back to management in regular project meetings.

TA Holdings (March 1998 - August 1998)

Role: Financials Project Manager

TA Holdings is a large conglomerate with interests in Hotels (Cresta Group), Insurance (Zimnat) and Baking (Aroma Bakeries). I was responsible for implementing BaaN financials as well as Dynamic Enterprise Modelling (Process Flows) at the groups' Head Office. Of particular interest was the consolidation of monthly results for 26 companies. I used my previous experience in designing consolidation solutions to help develop a template in Excel which was loaded up into BaaN to amalgamate the results of these companies.

Deloitte and Touche Zimbabwe – Consultancy (July 1995 - January 1998)

Delta Corporation

Role: Senior Solution Developer

In July 1995 I moved to the Business Development Services division of Deloitte and Touche, where I was involved in a joint project with Deloitte and Touche and Delta Corporation Limited (a large conglomerate in Zimbabwe). The project involved the development of an Executive information system (EIS) for Delta Head Office and its thirteen divisions. The EIS was primarily used for consolidation and reporting on the group results. The project required extensive training in Microsoft products, which were being used in the design of the EIS. The position also involved liaising with senior management and executives at Head Office and at divisional level, as well as regular formal project management team meetings.

Deloitte and Touche Zimbabwe – Audit (May 1991 – June 1995)

Position: Senior Auditor

Whilst at Deloitte and Touche I was involved in a wide range audits from a variety of industries. The accounting and auditing experience gained during these years has provided me with the business skills needed to implement enterprise systems.

EDUCATION/QUALIFICATIONS

Tertiary

University of South Africa (UNISA)

- B.Compt - Bachelor of Accounting Science (1995)
- MBL (equivalent to MBA) – Masters in Business Leadership (2003).

Other

- Articles of Clerkship served at Deloitte and Touche (1991 - 1995).
- Microsoft Certified Product Specialist (have passed the official Microsoft exam for Windows Open Services Architecture 1 & 2).
- Microsoft Excel Specialist (have passed the official Microsoft exam for Excel).
- Oracle 11i E-Business Suite Essentials (passed this exam being the first in the Oracle Financials Certification Track)
- Oracle Procurement Cloud 2016 Implementation Essentials
- Oracle Financials Cloud: Payables 2016 Implementation Essentials

Training Courses Undertaken

- Microsoft Office Suite of Products.
- BaaN ERP Dynamic Enterprise Modelling (DEM), Target Enterprise, Multi Site, Integration and Financials Modules.
- Oracle ERP in Sales, Purchasing, Financials and Applications Desktop Integrator (ADI)
- Hyperion Consolidation Software.
- Microsoft Business Solutions Axapta Financials and Projects.