

# Richard Flores-Moore FCCA

## Professional Summary:

Proven experienced senior project and programs manager: Delivering successful global systems led business change across C-level agendas centred around finance systems, insight systems and cloud platforms.

Highly qualified: MSP and PRINCE2 certified practitioner and PMP Agile, Chartered Accountant FCCA with an MBA with a significant change management syllabus, a Certified Microsoft Partner, a SAP Associate in Business Intelligence and FICO (see Additional Information), Certified SAP S/4H Financials, JDE Certified and Data Science accredited.

Well versed in multiple project delivery methodologies and tools: FastTrack, Agile – Jira Kanban Confluence, SAP Activate and ASAP, Waterfall, Sure-Step, Prince 2 practitioner / MSP practitioner certified. Successfully delivering the whole package from system selection to business as usual.

Published articles on LinkedIn: <https://www.linkedin.com/in/richfm/detail/recent-activity/posts/>  
Cloud services provider: <https://redparachute.co.uk/jumpstation/>

Personality profile: Protagonist

Belbin team profile: Completer finisher/Resource investigator

## Professional Experience:

### **HSO IT Services and IT Consulting - Amsterdam, North Holland Programs Director (Contract) Oct 2022 onward**

4 major programs in allocated portfolio

1. Commodity Trade Risk Management and supported by D365 ERP – global food distributor
2. 3PL (Central Warehouse hub) D365 Finance and Operations – global electrical goods distributor
3. Franchise portal and Finance and operations transformation global clothing and baby products
4. DMS (Deal management system) integration and D365 ERP Waste energy management carve out

Accountable for delivering project services and change management successfully across the client portfolio, collaborating closely with clients and leading project delivery teams. This role demands strong leadership, commercial acumen, and the ability to build and maintain client relationships. The Programs Director plays a critical role in driving revenue growth, maintaining adherence to governance processes, managing risks, and ensuring the strategic alignment of the project services with client objectives. Maintain and improve quality of delivery to customers, ensuring high level of customer satisfaction, and building relationships across the customer base up to and including at C-level.

Responsible for provision of senior supervisory, expertise and guidance to support a portfolio of project managers to drive successful delivery and gain good utilisation within the deployed direct teams, assisting the management team to achieve defined metrics, meeting business benefits, timelines and budgets resources and to plan. Ensure high level of integrity, quality and strong compliance to PMO processes / procedures across projects including; correct and full documentation, and that change control is delivered.

### **Care Quality Commission (CQC) – Central Government Senior Project Manager Finance Transformation – Enabling Services Nov 2021 – Oct 2022**

Brief: To lead the successful systems lead change delivery - D365 Finance and HR cloud based systems into this large central government organisation supporting it's modernisation. Delivering direct benefits to the financial function, customers and suppliers by transforming processes and leveraging leading edge technologies. To Identify, engage and manage the delivery partners. Manage organisational transformation and in-boarding of Finance and HR processes. Engaging with multiple C-suite senior stakeholders. Oversee an extensive internal project team. Transform the way the organisation operates as a business, not just an implementation.

**IWG plc - Zug, Switzerland (Contract)**  
**Global Finance Systems Project Manager**

**Mar 21 – Oct21**

Heading up probably the largest ever GL implementation of D365FO over 111 countries 3,000+ entities across the globe. Covering all aspects of GL and 3rd party applications. Scope: GL, Global EDI Interfaces, Banking, Lease Accounting (IFRS16).

**Brief: to deliver the following.**

- greater compliance through improved functionality localisation, connectivity, a move to single source and a design with an eye on output rather than primarily transaction orientation;
- the promotion of synergy and single source so improving global communication and efficiency, and redundancy of reconciliation activities;
- improvement of intercompany processing via reciprocal functionality; and
- improved reporting by applied dimensional processes supported by solidly integrating into the Dynamics office

**Scope covering:**

- Financial organisation and shares structures (CoA for example);
- Consolidation and Reporting;
- Franchisees functionality;
- Localisations;
- Tax and Financial Statement production ;
- Audit and Security ;
- Bank and Currency management;
- Period End Processes;
- GL Operational Automation and Allocations;
- Fixed Assets;
- Intercompany;
- Cutover;
- Budgets and Project Costings

**Gamesys Group**  
**ERP Program Manager**  
**Portfolio**

**Aug 20 – Mar 21**

- 16 company migration from Business Central to Dynamics
- Tactical - Web based Purchase Order Management
- Project Maverick - Full global SaaS P2P implementation (Medius)
- Project Evolution – Full SaaS ERP replacement (60 businesses globally)
- Automated Financial Statement Production
- Strategic Financial systematic and functional process enhancements
- Multiple finance orientated end-user computing solutions
- Finance systems support and 3<sup>rd</sup> party management

Multiple at times concurrent global projects and work packages of enhancements to the Finance systems solution designed to aligned with strategic objectives of the newly formed Plc.

**Rank Group**  
**ERP and HR Migration Program Manager – Stride Digital Transformation**

**Jan 20 – Apr 20**

**Situation:** Stride Digital Gaming was acquired by Rank Group. 14 distinct companies globally, focused on digital gaming with a shared service center in Mauritius.

**Task/Objective:** Migrate Stride financials and management information from basic accounting (mostly Sage) to full ERP functionality on Dynamics 365 F&O to facilitate enhanced financial management of the Stride businesses and give full visibility to Group, likewise move global HR function to cloud.

**Activity:** Complete project brief and take Finance and HR projects from Discovery to full deployment. Plan and coordinate, resource and drive the programmes clearly articulate deliverables and form and guide Steer Co and governance structures, liaise and manage all delivery partners and stakeholders, manage resource and drive multiple simultaneous work packages using pseudo Agile Kanban Waterfall. Manage the configuration of the ERP system and environments, data migrations, training and UAT, cutover runbooks, gate QC checks, auditors and due diligence. Guide senior consultants in the construction, approach, critical path management and unblock blockers to the project. Including finding alternate of critical path activities whilst SME resource diverted on COVID19 cashflow and furloughing activities.

**Result:** Good progress, fully engaged project team delivering on time and in budget added value solutions solidly aligned to the objectives. Regrettably the retail side of the business (casinos) took a significant hit from COVID19 shut down. This left inhouse project managers potentially furloughed, so contractors were rolled off the projects 6<sup>th</sup> April 2020. Senior directors of Rank Group have made very strong LinkedIn recommendations about me.

**Essentra International**  
**Finance Data Transformation Program Lead (Contract)**

**April 19 – Jan 20**

**Situation:** Large global manufacturing business with multiple ERP systems seeking to consolidate systems to cloud Dynamics 365 F&O and to leverage additional value in finance via modern systems.

**Task:** Plan, resource, discover, design, coordinate and deliver on key Finance data deliverables. Define solution strategy in line with business objectives, define solutions architecture, define business and IT ownership agenda, shape finance data management estate and build Design, Analysis and Deployment capability. Ensure fit for purpose functionality, systems migration and consolidation planning, cross liaison between legacy data and finance workstreams, develop MDM and change management tools.

**Activity:** Headed up the collaboration between data, finance and reporting workstreams. Drove C-level strategic engagement and SMEs for finance data designs supporting D365 configuration and reporting. Driving participation and contribution of users via designing and enacting business process expert involvement in finance and data orientated project and program tasks, in forum and in the form of provision of intellectual challenge and stimulus and designing and validating with stakeholders the business configuration and content. Drove and contributed to identifying, pre-cleansing, capturing, translating and mapping legacy to target data entity structures and manage ETL processes. Determination of migration strategy, planned, managed and enacted, including data migration testing and drove design of UAT testing and user involvement. Presented to and member of C-level programme board and initiated and managed data governance board. Adhering to PMO: Methodology (Sure-Step Agile), documentation (for example requirements, dictionaries, standards, change request management), managing RAID and RACI.

**Result:** Good business involvement and ownership exemplified in attendance KPI, survey, engagement in advanced migration preparation, strong UAT and training involvement, change management board and user community. Ensuring user subscribed to design objects (such as the global chart of accounts), and reporting objects use and high ROI.

**Summary:** Strategy, analysis, consolidation of 19 legacy ERP systems and existing reporting structures from operational to statutory reporting. Managed systems and business change team associated with Finance design and systems delivery. Migrated separate instances of Oracle, SAP, Sage, BPICS and JD Edwards accounting systems into one instance of Dynamix 365 and value add edge systems incorporating Cognos TM1, Controller and Power BI. Delivered a step change in the effectiveness and efficiency of the Finance function across the group from both a recording and reporting perspective.

**Rockwool International – Denmark (Contract)**

**May 17 – Mar 19**

- **Global Portfolio Manager:**
  - SAP - New GL for BPC S/4 Hana; and
  - InRiver – Cloud Product Information Management (PIM)

**Rockwool International – Denmark (Contract)**

**May 17 – Mar 19**

**Global Project: New GL for BPC S/4 Hana**

**Situation:** Objective was to resolve a failing SAP Finance upgrade Programme of high strategic importance to a 2.4 billion EUR business. The steering group included the CFO, CIO and Group controller.

**Task:** Complete within budget, timeframe and quality constraints the upgrade of SAP. Using the corporate PMO framework and deliverables, engage with the business and change the target processing model to leverage the new finance and systems functionality and align with the strategic business requirements. Manage a 20+ team of people in multiple locations to achieve business objective.

**Activity:** Fully documented from Business case to Lessons learnt. Planned, resourced, controlled and drove not only the systems transformation but the significant change to business functions (document splitting, parallel ledgers, soft close, universal journal and much more) of this migration and upgrade.

**Result:** An achievable migration window, (20m open items down to 3m). A fully migrated and upgraded ERP and Analytics system with trained skilled business users benefiting from the significantly increased visibility and integrity of the entire global ERP system and leveraging the new functionality. Delivered in time (before year end) and on budget.

**Rockwool International – Denmark (Contract)**

**May 17 – Mar 19**

**Global Project: Global Product Information Management (PIM) - InRiver**

**Situation:** Cloud based highly strategic group marketing led systems initiative with a delivery imperative to increase competitive advantage. The initiative was in need of recovery from protracted discovery phase and to be delivered to support multiple consumer facing routes to market. C-level steering group.

**Task:** Using Agile methodology, recover the project from a protracted discovery phase, mobilise, implement and rollout the global Product Information Management system, realise master data governance, enact business change and integrate with and contribute to ecommerce and other consumer stakeholders.

**Activity:** Land and document Business Case, Funding request, PID and fully align with PMO requirements. Drive and complete discovery and design phase, RFP and selection, plan, budget, gain funding (2.3million EUR) write business case, mobilise and execute the project. Significant architectural input. Commission and manage 3<sup>rd</sup> party implementors throughout and 10+ internal team.

**Result:** Delivered MVP in timeframe, in budget and in scope for French and Benelux entities aligned with global strategic requirements and global and local business needs and an initiated global rollout and forward integrations.

**Summary:** A global implementation and upgrade of SAP and a cradle to grave of implementation of InRiver SaaS based Product Information Management (PIM) marketing tool. The projects led the MDM initiative and coordinated with multiple source and consumer platforms and projects, SAP, Informatica, CRM, eCommerce. Pseudo Agile/Waterfall phased strategic approach (Waterfall at a strategic level, Agile at an operational level) in time and in budget and meeting exacting business requirements.

#### **Chapman Freeborn Airchartering (Contract)**

**Aug 16 – Apr 17**

##### **Global Finance Systems Change Manager – Project Phoenix**

**Situation:** Multiple distinct localised Sage accounting systems across the globe causing transparency and governance, processing and period end challenges in a business preparing for public listing. Brought in by the board, Finance Director sponsored.

**Task:** To discover, explore and radically redesign and migrate financial processes globally and align these with the most suitable available SaaS ERP and Analytics solution.

**Activity:** Discovery and selection planning, discovery workshops, questionnaires, validated process mappings and functional interviews. Gap analysis adoption plans and mappings, RFI and RFP selection processing, presenting back to board level steering group and sounding boards

**Result:** Articulation and redesign of financial processes and gained agreement amongst SMEs and SPOCS, process mappings and buy in of those mappings with the finance functions globally. SaaS Sage X3 selection decision based on accounting processes and FX handling.

#### **Xchanging (Contract)**

**Mar 15 - Jul 16**

##### **Global Business Change Lead – Finance Change Programme**

**Situation:** Reporting to the Programme Manager as global business change lead, responsible for the global delivery of the successful outcome of the work stream for Phase 1 (financials focus A2R and O2C – SAP Finance and budgeting (HANA), PS, SD, MM, BPC – HANA platform).

**Task:** Target Operating Model design, implementation planning and facilitate business readiness

**Activities:** Mitigate change resistance, manage tactical queries, user provisioning, user training, UAT, Hypercare, establish user community and manage change requests, 5 resources: (comms specialist, training and business analysts) I communications and reporting, risk and issue management, lessons learnt and compliant with the Group Project Delivery Framework

**Result:** Successful go live and aligned financial processes with better dynamic analysis and reporting

#### **Unilever – Rotterdam, Netherlands (Contract)**

**Jun 14 - Mar 15**

##### **Global Finance Connect Project – Business Change**

**Situation and Task:** To project manage, organise and implement the business change element of the holistic review of the reporting and analytics function for the supply chain businesses.

**Activities:** Design, coordinate and support the business delivery of the BI/BPC and supporting FICO solution. Guiding the tactical approach to reduced month end close process, control reporting MDM, Gap analysis, Data migration, UAT execution and governance and support, training and stakeholder management. Commission, guide technical and business resources.

**Result:** Successful adoption of BI/BPC capabilities and dash boards from multiple data sources and supporting FICO configuration and functions. Significant automation of the consolidation of information processes culminating in Excel based easy to understand pivoted reports including static and dynamic reporting, dash boarding, visualizations and data diagnostics and analytics within a reduced month end timescale.

#### **British American Tobacco (Contract)**

**Jun 13 - Apr 14**

##### **Global Business Readiness Finance Function Transformation Lead**

Design global deployment of the MI reporting, dash boarding, visualizations and data diagnostics for the group focussed on Financials and Management Reporting (FICO New GV/L [A2R]), Treasury and Supply Chain Finance configuring via ASAP and IMG and BI AND BPC Reporting.

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

**British Council (Contract) Dec 12 - May 13**  
**Project Manager –Reporting and Planning, Global Finance Change Program**

Transformed SAP and business processes, Revised accounting, planning and reporting processes and structures, Building business capability for financial and business reporting, Enhancing business and financial planning process Deliverables - Data Flexibility, Global Reporting Suite, hierarchical KPI and dashboards, time management and workflows and planning process.

**BP Integrated Supply Trading (Contract) Oct 11 - Nov 12**  
**Senior Business Change Program Manager (ECC6)**

Turnover \$219 billion gross  
Senior Change functional lead for the global Business Integration and Change Management team and working closely with the Legal Team and “C” level directors and ETRM  
OTC Derivatives Dodd-Frank and EMIR Regulatory Reform  
Major back office SAP ECC6 systems processes review and upgrade  
ECC6 Scope of works covering the project management of the functional upgrade  
Finance Business Warehouse.

**Syngenta – Switzerland (Contract) Dec 10 - Sep 11**  
**SAP Senior Consultant EMEA – Sustainable Excellence A2R**

Manage program of changes in this \$11.5 billion company to turnaround and stabilise SAP  
Creation of steady state environment ECC6 FICO (new GL), Project Systems (PS), SD and MM  
Scope: SAP – Budgeting Bank, Foreign exchange, prepaid and accruals, Journals, Fixed Assets, Payroll, Tax, Equity, GL processing, management, reconciliation, clearing, BI – reporting and Analytics, Hyperion – HFM consolidations.

**BP Integrated Supply Trading (Contract) Dec 09 - Nov 10**  
**Project Minerva: Release 1 Lead**

Integrated Planning SAP 4.6 and BI 7.0, IP and BPC, Multiple SAP (New G/L) clients, JDE, ETRM Murex, BW3.X Audit current intelligence solution supporting global mid office and back office activities.

**Shell Oil (Contract) Nov 08 - Nov 09**  
**R2.2 DBAT Program - BI Design Lead**

Manage a team of developers (onshore and off shore) designing and implementing business performance optimization and budgeting tool for Shell’s downstream business.

**RS Components (Contract) Mar 08 - Oct 08**  
**BI Project Manager – European Common Reporting**

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

**Gate Gourmet – Switzerland (Contract) Nov 06 - Feb 08**  
**Finance Systems Consultant**

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

**Arjo Wiggins Fine Papers – Brussels (Contract) Jun 04 – Oct 06**  
**JDE Finance Systems Project Manager**

Responsible for Belgian JDE implementation post implementation issue resolution and Business Object reporting.

**Estee Lauder – Antwerp (Contract) Apr 02 – May 04**  
**Senior Financial Business Analyst – Europe**

Responsible for pan European financial systems functionality and integrity. ERP implementation, roll out and support of Financials JDE. High technical aspect including SQL (DB2) and some ABAP.

**Wyeth Laboratories (Contract) Mar 00 - Mar 02**  
**Finance Systems Manager**

Reporting directly to the Group Finance Director of 20 companies. ERP upgrade, Asset management overhaul, FX and triangulation implementation

**Premier Industrial (UK) Ltd**

<b><u>European JDE Systems Accountant</u></b>	<b>Nov 98 – Feb 00</b>
<b><u>Company Accountant</u></b>	<b>Nov 96 – Oct 98</b>
<b>Amorim(UK)Ltd</b>	<b>Feb 91 – Oct 96</b>
<b><u>Financial Controller</u></b>	
<b>Highway Group</b>	<b>Jul 84 - Mar 91</b>
<b><u>Financial Analyst (Competitive Tendering)</u></b>	
<b>H.S.S. Hire Group Ltd</b>	<b>Jul 82 – Jul 84</b>
<b><u>Credit Controller</u></b>	

**Additional Information**

**Proven Experienced Senior Project Manager:** Delivering successful global systems led business change across C-level agendas centred around finance, insight and cloud.

**Published articles on LinkedIn:**

<https://www.linkedin.com/in/richfm/detail/recent-activity/posts/>

**Personality profile:** Protagonist

**Belbin team profile:** Completer finisher/Resource investigator

**Methodologies:** Agile, SAP Activate and ASAP, Waterfall, MS Sure-Step and client centric

**Tools:** Atlassian - Jira and Confluence, Kanban, ADO, MS Project (advanced)

**Project Manager PRINCE2** - Certified Practitioner ID# P2R/086835

**Management of Successful Programs (MSP)** - Certified Practitioner ID# 2000377880

**Personal website and portal:** [www.redparachute.co.uk](http://www.redparachute.co.uk)

**OpenSAP certification in SAP S/4 HANA Financials**

**SAP Certified Associate # S0004817114 FICO and BI**

**Fully Qualified Chartered Certified Accountant ACCA - FCCA # 4542174**

**MBA (Foundation) OU - Personal ID# U2347969**

**Start Up Finance Director and Shareholder 2017- 2018:** Established a European Data Centre Infrastructure service offering for a global client. Making a major contribution to the business and was instrumental in ensuring solid growth and profitability till sale of the business.

**Cloud services provider details:** <https://redparachute.co.uk/jumpstation/>

- ERP (webERP) – [www.account24.biz](http://www.account24.biz)
- Help Desk (MyHelpdesk) – [www.erphelpdesk.com](http://www.erphelpdesk.com)
- Project Management (Dotproject) – [www.orecrest.com](http://www.orecrest.com)
- Time Intelligence (custom built) – [www.clickclicktime.com](http://www.clickclicktime.com)
- HR and Recruitment (OrangeHRM) – [www.clickclickhr.com](http://www.clickclickhr.com)
- Staff Holiday Management (custom built) – [www.holidaymodule.com](http://www.holidaymodule.com)
- CRM (customer relationship management) – [www.ubergem.com](http://www.ubergem.com)
- Cloud Intelligence (Pentaho, in development) – [www.intelligentbi.co.uk](http://www.intelligentbi.co.uk)
- SAP Quick Reference Guides [www.sapqrg.com](http://www.sapqrg.com)
- Smarter Wearability (Woo Commerce) [www.smarterwearability.com](http://www.smarterwearability.com)
- HP Events.com
- Power BI examples: <https://redparachute.co.uk/elementor-3417/>

**Date of birth:** 18/03/63

**Languages:** passable French, broken Flemish, Japanese and German

**Interests:** karate, flying, sailing and the building and marketing of web applications.

**Marital Status:** Married

**Nationality:** British