

# Richard Flores-Moore - Programme Manager / Transformation Leader

Red Parachute Ltd | Tel: +44(0)778 050 6400 | Email: richfm@redparachute.co.uk

## Profile / Summary

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Highly adaptive and tenacious **Programmes Manager / Transformation Leader** with a demonstrable track record of achieving business critical transformation objectives for programmes and projects of varying sizes in complex, dynamic global environments. Key strengths include: recovering failing or stalled projects, scrutinizing key information to crystallise objectives, unifying stakeholders to achieve consensus and ensure success; harmonising requirements into compelling narratives that galvanise all stakeholder audiences, including C-Suite, enabling companies to embrace the opportunities that technology presents; building, empowering and motivating multi-disciplinary, geographically dispersed teams to deliver critical projects to aggressive timescales; and orchestrating the creation of hyper-efficient, scalable solutions that exceed original objectives, leaving a legacy that enables companies to embrace the future with confidence and stability.

## Key Skills

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- Technology / Business Transformation
- Transformational Leadership / Strategy
- Programme / Project Management (£45m+)
- Finance Acumen (Accountancy Background)
- Agile / Waterfall / Hybrid Practices
- RFI / RFP Creation / Delivery
- Business / Technology Partnerships
- Stakeholder Management / Engagement
- D365, SAP and Web developed solutions
- Business Intelligence / Power BI / Analytics
- Business Case Development
- Technology Road Mapping

## Current Role / Status

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### June 2009 to date: Programme / Project Manager & Transformation Leader

- I operate as an independent consultant with Red Parachute Ltd, completing senior assignments for diverse global and national organisations. Below is a list of example assignments completed over this period (not necessarily in chronological order and not all are listed).

## Contract Portfolio / Career Highlights

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### LSEG - Mergers and Acquisitions Division: Finance Programme Manager

- LSEG sought a seasoned program manager with a strong track record in finance integration and transformation. Recruited as Finance Program Manager to provide expertise in leading complex transactions and collaborating with internal and external teams. The role included overseeing the seamless transition of LSEG TORA, a global multi-asset trading solution, ensuring integration with CRM, ratings engine, billing, and SAP telecoms module (RMCA). Experience in transaction diligence and execution processes, combined with industry knowledge, enabled effective integration planning and implementation. Proven ability to drive results in similar roles made a valuable addition to LSEG's Mergers and Acquisitions Division.

### HSO IT Services (Microsoft Partner): Successfully Managed Diverse Client Portfolio: Projects Director

- HSO IT Services needed to overcome resourcing challenges to ensure successful delivery of a diverse client portfolio. Engaged as Projects Director to provide robust leadership for multiple business-critical work programmes. Steered a portfolio of project managers; supported teams to achieve defined metrics according to budgets/timelines; ensured governance/PMO compliance; optimised processes and controls; and overcame numerous logistical/resourcing blockers. Succeeded in significantly increasing portfolio integrity, ensuring client satisfaction and uplifting morale of project teams prior to portfolio handover.

### IWG: Delivered MVP for Large D365 F&O Implementation: Global Finance Systems Project Manager

- IWG initiated a vast D365 F&O implementation spanning 111 countries and 3000+ legal entities. Engaged as Global Finance Systems Project Manager to lead implementation. Scrutinised requirements; identified challenges and opportunities; planned, resourced, budgeted and executed MVP; commissioned and critically appraised taxation and accounting compliance solutions, incorporating country localisations; and managed

multiple 3<sup>rd</sup> party implementation specialists worldwide. Successfully rolled out MVP on schedule and in budget, improving functionality, connectivity, global communication and efficiency.

#### **Essentra International: Agile ERP Implementation: Finance Data Transformation Lead**

- Essentra International sought to consolidate multiple ERP systems to a cloud based D365 F&O solution. Engaged as Finance Data Transformation Programme Lead to oversee Agile implementation. Defined strategy; drove C-level and user engagement; sourced SMEs; defined business/IT ownership agenda; shaped finance data management estate; developed Design, Analysis and Deployment capability; executed migration strategy; overcame considerable data cleansing challenges; and ensured adherence to PMO methodology. Succeeded in delivering best-in-class solution design, ultimately ensuring high ROI.

#### **Rockwool International: Kickstarted SAP Finance Upgrade Programme: Global Portfolio Manager**

- Rockwool International (Denmark) struggled to deliver an SAP Finance Upgrade Programme of immense strategic importance to their €2.4Bn business. As Global Portfolio Manager, assumed programme leadership to ensure successful delivery. Supported C-level Steerco; planned, resourced and executed systems transformation; re-engineered/optimised business functions; and oversaw data cleansing/migration. Succeeded in kickstarting 'mission impossible' programme, delivering a transformative ERP system with significantly increased visibility, delivered on schedule and in budget.

#### **Rockwool International: Programme Turnaround: Global Product Information Management (PIM)**

- Rockwool International (Denmark) sought to kickstart a stalled systems initiative with a delivery imperative to increase competitive advantage. Engaged as Global Portfolio Manager to recover and land SAP upgrade and implement PIM. Landed upgraded ERP and Analytics in migration window and cradle to grave PIM; developed business case; secured €2.3m funding; produced PID; initiated RFP with Product Team SMEs; realised MVP with all stakeholders; supported architects; and managed 3<sup>rd</sup> party implementors. Succeeded in delivering MVP to tight deadline, fully aligned with strategic requirements.

#### **Chapman Freeborn Airchartering: Transformation Strategy: Global Finance Systems Change Mgr.**

- Chapman Freeborn Airchartering's disparate, localised accounting systems led to business challenges which threatened to negatively impact a planned public listing. As Global Finance Systems Change Manager, led transformation across processes and systems to support strategic objectives. Assessed 'as is' and determined 'to be' state; led solution selection; validated process mappings; completed gap analysis adoption plans; oversaw RFI/RFP; and presented to Board-level steering group. Succeeded in gaining consensus for radical transformation to SaaS Sage X3 solution, facilitating successful public listing.

#### **Unilever: BI / BPC Dashboards for FICO Solution: Global Finance Connect Project Manager**

- Unilever needed leadership for the business change element of a reporting and analytics enhancement project. As Global Finance Connect Project Manager, managed, coordinated and supported delivery of BI/BPC dashboards to support FICO solution. Designed delivery plan; guided tactical approach to reduced month end process; controlled reporting MDM, gap analysis, data migration, UAT, governance and training; and steered business and technical resources. Succeeded in ensuring adoption of BI/BPC capabilities, enabling delivery of automated, streamlined reporting within a reduced month end timetable.

### **Experience / Contract Summary**

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- 09/2023 to 07/2024: LSEG - Mergers and Acquisitions Division: Finance Programs Manager (Contract)
- 10/2022 to 08/2023: HSO IT Services & Consulting (Amsterdam): Projects Director (Contract)
- 11/2021 to 10/2022: Care Quality Commission: Sr. Project Manager Finance Transformation (Contract)
- 08/2020 to 10/2021: IWG (Switzerland): Global Finance Systems Project Manager (Contract)
- 01/2020 to 04/2020: Rank Group: ERP+HR Migration Programme Manager (Contract) – COVID ended
- 04/2019 to 01/2020: Essentra International: Finance Data Transformation Lead (Contract)
- 05/2017 to 03/2019: Rockwool International (Denmark): Global Portfolio Manager (Contract)
- 04/2016 to 04/2017: Chapman Freeborn Air Charter: Global Finance Change Manager (Contract)
- 05/2014 to 03/2016: Unilever (Netherlands): Global Finance Connect Project (Contract)
- 01/2013 to 04/2014: British American Tobacco: Global Finance Transformation Lead (Contract)
- 10/2011 to 12/2012: BP Integrated Supply Trading: Sr. Business Change Programme Mgr. (Contract)
- 12/2010 to 09/2011: Syngenta (Switzerland): Senior SAP Consultant EMEA (Contract)
- 12/2009 to 11/2010: BP Integrated Supply Trading: Business Intelligence Release Lead (Contact)

- 11/2008 to 11/2009: Shell Oil: Business Intelligence Design Lead (Contract)
- Pre-2009: Numerous Project Lead and Business Analysis roles for clients in diverse sectors

## Consulting / Start-Up Experience

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- 2016 to 2019: Start-up Finance Director and Shareholder for a European Data Centre Infrastructure service offering for a global client (American Express), instrumental in achievement of ambitious growth objectives leading to subsequent successful sale.

## Education / Certification

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- MSP and PRINCE2 qualified
- Microsoft Partner and Dynamics Certified
- OpenSAP Certification in SAP S/4 HANA Financials
- SAP Certificate Associate FICO and BI
- Fully Qualified Chartered Certified Accountant ACCA – FCCA
- MBA (Foundation), Open University

## Personal Details

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- Address: Southwater, England, RH13 9GL
- Languages: Basic French, Broken Flemish, Japanese and German
- Personality Profile: Protagonist
- Belbin Team Profile: Completer Finisher / Resource Investigator
- Thought Leadership: <https://www.linkedin.com/in/richfm/detail/recent-activity/posts/>
- LinkedIn (40+ recommendations): [www.linkedin.com/in/richfm](http://www.linkedin.com/in/richfm)

## Recommendation examples

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“Richard is a highly experienced individual who was inclusive and collaborative in his approach. He took on the challenges of a diverse portfolio where his experience gained client trust and built good customer relationships. He adhered to governance and processes ensuring the integrity of projects, managed risks and applied our standard implementation methodology. He mentored his direct reports, guiding project managers reporting to him and individual members in project teams. Richard filled the requirement of a programme director at a time when needed.”

Dean Jacobs Consulting Services Director at HSO

“Richard has successfully been running two global projects for Digital (IT-department) within Rockwool International A/S as external consultant for approx. 1½ year. One project implementing a new SAP General Ledger solution with a very tight timeline and lately implementation of a new global Product Information Management system (PIM). Richard is an experienced project manager that has the ability to quickly get the projects started and get the understanding of the goal and direction of the projects. He is working with great pride and integrity and puts a lot of effort into succeeding the goals of his projects. He is covering the projects disciplines 360 degrees from business goals over the implementation disciplines to infrastructure constraints and handover to operations. He has a polite and easy going personality still with an ability to make his point. I can recommend Richard and would not hesitate to take him on board again should the need reoccur.”

Flemming Bonnesen Project Director Rockwool International

“Rich has extensive programme experience and understands the principles of what it takes for programmes to be successful. I worked with Rich during the Essentra Finance Transformation Programme, and would have no hesitation working with him again in the future. Rich brings with him a wealth of knowledge and understanding”

Nigel Maughan Finance Transformation Director at Computershare.