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Interim ERP & Finance Transformation Programme Manager
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PROFESSIONAL SUMMARY

A highly experienced senior Programme & Project Manager with 25+ years delivering **complex, global, systems-led business transformation** across FTSE100, multinational and central government organisations. Expert in **SAP S/4HANA, ECC6, D365 F&O, Oracle, BI/Analytics, master data, finance transformation and programme recovery**, with a long track record of stabilising high-risk programmes and delivering **controlled, compliant and business-ready solutions** across Finance, IT, Data, HR, Tax, Supply Chain and Commercial domains.

An FCCA with an MBA, SAP S/4HANA Financials certification, and broad multi-methodology delivery experience (Agile, SAP Activate/ASAP, Sure Step, Waterfall, Jira/ADO). A trusted advisor to C-suite leaders, restoring governance, architectural clarity and programme momentum in distressed or strategically critical initiatives.

Founder of **GhostGen.AI**, a modular AI automation platform for enterprise workflows.

CORE CAPABILITIES

ERP & Finance Transformation

SAP S/4HANA (Finance), ECC6, D365 F&O, Oracle Cloud, multi-ERP consolidation, finance operating models, GL design, IFRS16, tax, treasury, integration, reporting.

Programme Recovery & Governance

Rapid mobilisation, re-baselining, RAID management, stakeholder alignment, contract/vendor orchestration, PMO uplift, assurance reporting.

Data Migration & MDM

Global CoA design, data governance, ETL, cleansing, validation cycles, reconciliation, master data frameworks, PIM/MDM platforms.

Systems Integration

Salesforce, billing/ratings engines, trading systems, warehousing, logistics, HRIS, payroll, eCommerce, analytics.

Business Process & TOM Redesign

Finance, OTC, PTP, RTR, supply chain, reporting, shared service models, compliance structures, UAT, readiness, hypercare.

Leadership & Stakeholder Management

CFO/COO/CIO advisory, steering committees, global teams (20–200+), multi-vendor delivery, cross-functional coordination.

PROFESSIONAL CONTRACTING EXPERIENCE

Mars Global Services — Senior SAP Project Manager

Euro Conversion Programme (ECC → S/4HANA environment)
Oct 2024 – Oct 2025

Led the strategically critical Euro Conversion programme for Bulgaria within a **EUR 2.5bn Mars Food & Nutrition division**, overseeing full lifecycle delivery across Finance, OTC, Warehousing and Integration. Restored delivery discipline, aligned cross-functional teams and established governance across a highly interconnected landscape.

Key Achievements & Responsibilities

- Directed end-to-end programme mobilisation, planning, execution and transition to BAU.
- Delivered a **new SAP company code** and full business/technical configuration spanning financial reporting, taxation, operational processes and cutover.
- Coordinated **32 satellite/interfaced systems** ensuring consistent design, data alignment and impact analysis.
- Secured cross-domain alignment with C-suite and functional leaders, resolving design conflicts and accelerating decision pathways.
- Managed resource plans, issue resolution, critical dependencies and assurance gates.
- Ensured complete regulatory readiness ahead of the 2026 Euro adoption mandate.

Impact

Delivered a compliant, stable and operationally sound SAP landscape with materially improved financial accuracy, process consistency and business alignment across domains.

London Stock Exchange Group (LSEG) — Finance Programmes Manager (M&A Integration)

Sept 2023 – Aug 2024

Business Integration:

Took over the TORA finance integration at a critical point, stabilising delivery and resetting structure, priorities, and communication. Worked with Japan-based leadership and HR on role allocation, needs analysis, training, and contract novation to establish a clear, functioning post-deal operating model.

Systems Integration:

Recovered and realigned fragmented system workstreams across Salesforce/TORA CRM, Ratings, Billing, and **SAP ECC6/S4**, resolving blocked data, dependency, and process issues.

Delivered concise governance, risk reporting, and decision-ready insights to regain executive confidence and momentum.

Global Coordination:

Re-established coordinated delivery across multi-continent teams (Singapore, New York, Japan, India, Poland, US West Coast), managing cross-timezone flow, escalation paths, and integration sequencing to return the programme to a stable and controlled footing.

Key Contributions

- Stabilised a failing finance integration programme.
- Defined roles, capabilities, and post-deal operating model.
- Realigned CRM, Billing, Ratings, SAP ECC6/S4 systems.
- Delivered clear governance, reporting, and executive insight.
- Coordinated multi-continent teams across six global regions.
- Recovered trajectory and protected post-acquisition value.
- Repaired an internally developed Power BI platform tracking **1,192 financial indexes**, introducing robust error-handling, pre-validation, ETL controls and architectural uplift.
- Developed a future-proof analytics roadmap incorporating multiple dataset layers and advanced BI features.

Impact

Established a unified post-acquisition operating model with significantly improved commercial, regulatory and analytical integrity.

HSO – Projects Director (Portfolio Delivery)

Oct 2022 – Aug 2023

Oversaw a portfolio of **four major global programmes**, including CTRM+ERP implementations, 3PL warehousing finance operations, franchise systems transformation, and DMS integrations for a waste-energy carve-out.

Key Achievements

- Provided senior direction to project managers, ensuring quality, utilisation, risk management, scope control and profitable delivery.
- Directed commercial governance, client engagement and escalation paths up to board level.
- Reinforced PMO standards across documentation, change control, RAID, compliance and delivery predictability.
- Ensured business benefits were tracked, realised and aligned to contractual/milestone requirements.

Impact

Improved programme stability, customer satisfaction and portfolio delivery performance across complex, multi-industry engagements.

Care Quality Commission (CQC) — Senior Project Manager (Finance & HR Cloud Transformation)

Nov 2021 – Oct 2022

Led the delivery of cloud-based Finance and HR systems for a large central government body.

Achievements

- Directed implementation partners, internal teams and multi-disciplinary SMEs.
- Managed TOM adjustments, process redesign, data migration, testing and organisational readiness.
- Drove stakeholder alignment across Finance, HR, Procurement and Technology.

Impact

Delivered modernised Finance and HR platforms with enhanced transparency, streamlined processes and strengthened compliance.

IWG plc — Global Finance Systems Project Manager (D365 F&O)

Aug 2020 – Oct 2021

Led one of the largest ever D365 Finance implementations globally: **111 countries, 3,000+ legal entities**.

Achievements

- Delivered GL transformation, EDI, banking, IFRS16, intercompany, dimensional reporting, security, tax, audit, period close and cutover.
- Improved global communication, unified financial structures, and simplified reconciliation and intercompany processes.
- Directed localisation, compliance and multi-entity configuration efforts.

Impact

Materially modernised global finance operations, reduced reconciliation effort and introduced consistent, analytics-driven reporting across all regions.

Rank Group — ERP & HR Migration Programme Manager

Jan 2020 – Aug 2020

Delivered post-acquisition consolidation of **14 global entities**, unifying fragmented QuickBooks/Business Central environments and migrating HR onto CoreHR.

Achievements

- Defined governance, roadmap and delivery model across Finance and HR workstreams.
- Led BC standardisation, master data harmonisation, and platform consolidation.
- Designed and executed migration strategies (QuickBooks → BC → D365).
- Directed SIT/UAT, defect triage, cutover and SteerCo communications.

Impact

Provided a stable, consolidated platform for group reporting and HR operations under COVID-disrupted conditions.

Essentra — Finance Data Transformation Lead

Apr 2019 – Jan 2020

Led the finance data transformation for a global manufacturing business consolidating **19 legacy ERPs** into a unified D365 and Cognos TM1 environment.

Achievements

- Designed global CoA, data governance framework, reporting structures and migration strategy.
- Led business engagement across Finance, Data and Reporting workstreams.
- Managed discovery, cleansing, mapping, transformation, ETL, testing and UAT.
- Established and chaired a Finance Data Governance Board.

Impact

Delivered significantly improved data quality, dependable reporting foundations and alignment between legacy and cloud finance operating models.

Rockwool International — Global Portfolio Manager (SAP S/4HANA & PIM)

May 2017 – Mar 2019

SAP S/4HANA Finance Upgrade (Global)

- Recovered a failing ECC6 → S/4HANA Finance upgrade of high strategic importance.
- Managed large international teams, redesigned processing models and enabled new finance functionality.
- Reduced open items materially (from c.20m to c.3m).
- Delivered year-end-ready, fully reconciled and upgraded environments.

InRiver PIM Global Implementation

- Mobilised and recovered a stalled PIM programme supporting eCommerce and marketing channels.
- Delivered MVP for French and Benelux regions and initiated global rollout.

Impact

Modernised financial controls, improved analytics, and established an enterprise-wide master data foundation.

Earlier Roles (Condensed but Impact-Driven)

Chapman Freeborn — Global Finance Systems Change Manager (2016–2017)

Global redesign of finance processes; ERP selection (Sage X3); improved transparency and governance for a business preparing for listing.

Xchanging — Global Business Change Lead (Finance Transformation) (2015–2016)

Delivered A2R/O2C change, TOM, user adoption and readiness for SAP S/4HANA Finance.

Unilever — Business Change Lead (Global Finance Connect) (2014–2015)

Strengthened BI/BPC reporting and analytics; materially reduced month-end close through automation and improved controls.

BAT — Global Business Readiness Lead (2013–2014)

Delivered global MI reporting, integrated planning, treasury and FICO alignment via SAP/BPC platforms.

British Council — Project Manager (Reporting & Planning) (2012–2013)

Rebuilt global financial planning/reporting processes; introduced performance dashboards and aligned SAP/BI structures.

BP IST — Business Change Manager (ECC6) (2011–2012)

Supported Dodd-Frank/EMIR regulatory reforms, ETRM integration, and major SAP back-office upgrades.

Syngenta — SAP Consultant (A2R/Finance Transformation) (2010–2011)

Stabilised ECC6 finance landscape; improved reconciliation, reporting and transactional integrity across EMEA.

BP IST — Release Lead (BI/Planning) (2009–2010)

Directed Integrated Planning and BI 7.0 improvements across multiple SAP and JDE estates.

Shell — BI Design Lead (2008–2009)

Implemented budgeting/performance optimisation tools for downstream business; managed global developer teams.

RS Components — BI Project Manager (2008)

Delivered European reporting strategy for one of the world's largest eCommerce distributors.

Gate Gourmet — Finance Systems Consultant (2006–2008)

Implemented FP&A/management accounting solutions across Western Europe.

Arjo Wiggins — JDE Finance Systems Project Manager (2004–2006)

Resolved implementation issues; strengthened reporting and controls.

Estee Lauder — Senior Financial Business Analyst (2002–2004)

Pan-European SAP/JDE finance programme support; advanced SQL/ABAP involvement.

Wyeth Laboratories — Finance Systems Manager (2000–2002)

Oversaw ERP upgrade, FX/triangulation, asset accounting across 20 entities.

Premier Industrial — JDE Systems Accountant → Finance Accountant (1996–2000)

Finance and systems development roles.

HSS Hire / Highway Group — Financial Analyst / Credit Controller (1982–1996)

EDUCATION & CERTIFICATIONS

- FCCA (Chartered Certified Accountant)
- MBA (Open University)
- MSP Practitioner
- PRINCE2 Practitioner
- SAP S/4HANA Financials (OpenSAP)
- SAP Certified Associate – BI, FICO
- Microsoft D365 Finance
- AI for Finance • Automation & Analytics
- BPSS Cleared

ADDITIONAL INFORMATION

Founder of **GhostGen.AI** — modular AI automation platform (Prompt Packs, AI agents, workflow accelerators).

Director, **Red Parachute Ltd** (since 1998).

Experienced across Agile, Waterfall, SAP Activate, ASAP, Sure Step, Jira, Confluence, ADO, MS Project and DevOps

Published articles on LinkedIn.

Languages: conversational French.

Interests: karate, flying, sailing, building and marketing web apps.

CONTRACT CHRONOLOGY

(Independent Consultant via Red Parachute Ltd since 1998)

10/2024 – 10/2025 – Mars Global Services – Senior Project Manager (Euro Conversion)

09/2023 – 08/2024 – LSEG – Finance Programmes Manager (M&A)

10/2022 – 08/2023 – HSO – Projects Director

11/2021 – 10/2022 – Care Quality Commission – Senior Project Manager

08/2020 – 10/2021 – IWG – Global Finance Systems Programme Manager

01/2020 – 07/2020 – Rank Group – ERP & HR Migration Programme Manager

04/2019 – 01/2020 – Essentra International – Finance Data Transformation Lead

05/2017 – 03/2019 – Rockwool – Global Portfolio Manager (ERP & PIM)

04/2016 – 04/2017 – Chapman Freeborn – Finance Systems Change Manager

05/2014 – 03/2016 – Unilever NL – Global Finance Connect

01/2013 – 04/2014 – BAT – Global Finance Transformation Lead

10/2011 – 12/2012 – BP IST – Senior Business Change Manager

12/2010 – 09/2011 – Syngenta – SAP Consultant (EMEA)

12/2009 – 11/2010 – BP IST – BI Release Lead

11/2008 – 11/2009 – Shell Oil – BI Design Lead

Pre-2009 (condensed): Financial Controller → Systems Accountant → ERP Implementer → BI / Finance Systems Analyst → Programme Manager across Estee Lauder, Wyeth, RS Components and others.