Deanne Earle

Delivery Specialist: Technology-led Business Change programmes and projects

Primary Impact Areas:
- Business Technology and Project Services
- Project Design, Management and Delivery
- PPM Consulting
- PPM Governance
- Process and Frameworks

Locations Worked:
- UK and Europe
- New Zealand
- US and Canada
- Mexico
- Israel

Industry Sectors:
- Manufacturing and Supply Chain
- Telecommunications
- IT and Software Services
- FMCG

Clients:
- Medium to Large Organisations
- Private and Public Sector

Other Info:
- Based in Italy
- Work internationally with global clients
- Dual Nationality – NZ / Italian
- Right to work in the UK

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Profile

Over twenty years' experience managing, leading, and delivering technology-led business change projects internationally.

Designing and delivering strategy, working with external partners and managing outsourced relationships & delivery. Often picking up time critical, complex, or troubled initiatives to deliver strategically aligned results by effectively understanding the change needed while aligning to business objectives and strategic drivers. Pragmatic use of fit-for-purpose methods for enhanced outcomes while working closely with senior management teams and stakeholders to achieve key strategic goals. Coaching and mentoring individuals and teams for tangible performance improvements. Ensuring transition of people, roles, and activities are planned and executed for effective business as usual operations.

Core Competencies

Management:
- Budget and P&L experience. Budgets ranging from £250k GBP to $30m NZD.
- Balance business and strategic drivers with financial targets
- Connect strategic governance and effective change with day-to-day operational reality
- Transition and Transformation
- Manage outcomes internally and externally
- Outsourced agreements, relationships and delivery
- HR processes, recruitment, and personnel development

Leadership:
- Multi-cultural, multi-national teams and clients
- Build relationships and trust, stakeholder management and C-level interaction
- Coach and mentor for real and measurable performance improvements
- Lead to shift behaviours and attitudes, and normalise change

PPM:
- Proven delivery track record
- Micro to macro Governance
- Connect projects to the enterprise wide value chain
- Commercial awareness, knowledge and experience
- Profit and loss accountability; average 37% margin.
- Utilise fit-for-purpose methods

Professional Experience

Jan 2005 – Present **Unlike Before, Operating Company of Deanne Earle**
Delivering international onsite & remote consulting and PPM services to global clients, often con-currently. Engaging with client organisations directly or via service partnerships with Consulting Services Companies, Systems Integrators, and Application Solution Providers to deliver effective change to organisations.

2016-2016 **Mighty River Power, Auckland, NZ** – Portfolio Management Consultant, Onsite
Mighty River Power is an electricity generation and electricity retailing company – help establish the fundamentals of a fully operational Portfolio Management Office and provide a baseline for maturity to an ePMO.
- Performing an assessment of current state including inventory of initiatives, governance and reporting. Reduced portfolio by an initial 56% within 6 weeks.
- Establishing a revised governance model, repurposing existing forums and attendance with well-defined terms of reference.
- Building relationships across the organisation to educate through interaction on the meaning, purpose and position of Portfolio Management.
- Quickly gaining trust, full support and involvement of the CEO and Executive Management Team.
- Creating a simple eye-catching view of the portfolio landscape for

everyone to understand the initial portfolio scope, delivery timescales, killer dependencies and key business outcomes / benefits.
- Designing the Change Management Strategy and Communications Plan.
- Proposing then ensuring successful transition to a Vendor to provide Portfolio Management as a Managed Service.

2013-2015 **Services Partnership with Vendavo UK** – Program Management (Pricing Solution), Remote & Onsite

- Vendavo products provide Organisations a complete set of data analytics and price optimisation solutions, driving millions of dollars directly to the bottom line.
- Reporting to the Vendavo VP Global Solution Delivery Europe. Connecting with senior management to manage the SOW, budget and profit margin, and fulfilment of the agreed deliverables and solution.
- Working with globally spread teams (UK, Czech Republic, Germany and India), developing plans, defining key messages and communications for executive and team level, transition to support and closedown.
- Ensuring successful delivery using a hybrid-agile approach: building relationships, aligning plans, managing scope and change requests, risk and issue mitigation, project and budget controls, requirements harmonisation, UAT, and performance testing and adjustments.
- Active involvement with the Program Management Group providing input on process improvement and program management maturity. Ensuring centralised project repositories are current.

April – Sept2015 **Becton, Dickinson & Company, Grenoble, France.** Medical Technology, global. €452k EUR Fixed Fee budget excl agreed change orders. New implementation transitioning thinking and processes from an older highly customised solution. Global project for six business units. Completed successfully with client signoff.
April2014 – April2015 **Henkel, Dusseldorf, Germany.** Worldwide operation with leading brands and adhesive technologies. €1.645mEUR Time & Materials budget excl agreed change orders. Building on a previous template implementation. High complexity involving 5 business units across North America, Western Europe, and APAC. Transitioned project lead role to another Vendavo colleague.
Sept2013 – April2014 **Manufacture Francaise des Pneumatiques Michelin, Clermont Ferrand, France.** Global tyre business. €355k EUR Fixed Fee budget excl agreed change orders. New implementation transitioning thinking and processes from an older highly customised solution. Enterprise wide impact using standard harmonized functionality for two business units.

2012-2013 **NZ Post Ltd, Auckland, NZ** – PMO Consultant, Onsite
NZ Post is a state-owned enterprise from the corporatisation of the New Zealand Post Office – brought in to assess the current project governance framework, support business and PMO improvements. Monitoring the innovation, strategy & technology group programme of work for future mode of operation (by 2015).

- Performing an assessment, recommendations and maturity roadmap for the proposed Project Governance Framework from Business Case to Investment Approval through Project Delivery and Benefits Realisation – identifying critical points of governance failure and options for remediation.
- Providing guidance and input to the RFP search and selection for an EPM Tool ensuring alignment with governance framework; subsequently involved with the deployment across the business.
- Administering Programme Management guidance, mentoring, and direct support of circa $30m NZD Technology Change Program. Establishing a programme framework and mentoring Sponsors.

2010-2011 **Services Partnership with Sterling Commerce UK (an IBM Company)** – Project Management, Remote & Onsite
Italian operation (Origlass S.p.A) of Belron International Ltd, Milan, Italy. Global automotive glass replacement and repair business. €450kEUR Fixed Fee budget. Warehouse Management System (WMS) based on global template.

- Reporting to the Sterling Commerce UK Programme Manager and connecting with senior management (Belron, Origlass & Sterling) to gauge business requirements and overcome conflicting views.
- Working with globally based teams (UK, US and India) and other local software solution providers. Developing engagement and communication plans, defining key messages and communication channels through regular meetings and reporting.
- Ensuring successful delivery through the project lifecycle: requirements gathering, building teams, creating plans, risk and issue mitigation, reporting, stakeholder management, UAT, and project closedown.

2010-2010 **Telecom New Zealand Ltd, Auckland, NZ** – Project Management Lead Consultant, Onsite
TNZ is a communications service provider (CSP) across NZ. Contracted to manage the Transition & Continuity and Transformation & Innovation workstreams of a large sourcing project. Set up the programme framework jointly with the successful vendor for End User Computing enabling independent transition.

- Onsite in NZ during Phase 3, quickly understanding requirements and determining workstream status, engaging with the shortlisted vendors, and participating in Joint Task Force exercises.
- Collaborating with tower leads, finance and commercial teams to understand constraints.
- Accomplishing delivery of an effective End User Desktop programme framework in conjunction with the vendor providing confidence to the board regarding governance, delivery, benefits realisation, and handover to BAU.

2010-2010 **Sinergie s.r.l, Alba, Italy** – Project Management Consultant, Onsite
Sinergie provides products, technology, service and solutions for central heating and air conditioning systems. Appointed to a consulting exercise involving website analysis and review.

- Analysing current website and gathering information; producing recommendations for the future strategy solution and documenting resulting programme of work for future development and expansion.

2008-2009 **Services Partnership with Sterling Commerce UK (an IBM Company)** – Project & Service Delivery Manager, Remote
DHL Service Parts Logistics for HP. Global logistics organisation. Managed a risk mitigation pilot (RMP) for order management and processing, across three countries, subsequent post pilot deployments and to assist with service delivery management. Part of a £22m investment programme.

- Delivering the RMP with roll out to 3 countries in Asia Pacific, and later post-pilot deployments to Singapore, Australia, NZ, South Africa, Hungary, and Hong Kong.
- Leading teams located in the UK, US and India with client resources in Europe, US, and Asia.
- Managing the planning, risk & issues, gate keeping, developing and engaging communications plans – centralising communication channels to ensure delivery against requirements and timeframe.
- Introducing & encouraging ongoing internal and client process improvement as part of the service delivery.

2007-2008 **Services Partnership with Oxford Consulting Group, Inc., USA** – Remote & Onsite
2008-2008 **eCommera, London, UK.** Remote & Onsite. Digital ecommerce solutions provider. Took over Project Management of a Sterling Commerce Yantra Order Management implementation with eCommera and their 2 strategic retail customers. £600KGBP Time & Materials budget. UK and offshore development team. US based Hosting and Performance.
2007-2007 **Migdal Insurance, Tel Aviv, Israel.** Onsite. Pre Sales Consulting. Performing requirements scoping and planning exercise for a Sterling Commerce GIS implementation and development.
2007-2007 **Eaton Truck Corporation, Kalamazoo, USA.** Remote & Onsite. Automotive (commercial vehicle) component manufacturer. Managed a small Sterling Commerce GIS implementation project. $200kUSD Time & Materials budget.
2007-2007 **HSBC Bank, Toluca, Mexico.** Onsite. Took over project management of a Sterling Commerce GIS implementation. $315kUSD Fixed Fee budget.

2006-2006 **Insurance Sector, Texas, USA.** Remote consultancy input and mentoring the agency owner in key areas such as leadership, management, operational change and improvement, increased personnel performance, motivation, and staff engagement.

2006-2006 **Retail Startup, Florida, USA.** Remote consulting services including business planning and supplier strategy.

2006-2006 **Hagensborg Foods Ltd, Vancouver, Canada.** Onsite business consulting for operational improvement, organisational change and senior management development. Turnover $3m CAD, 20 staff, reporting to the Chairman and CEO.

2005-2005 **Accounting Frameworks Ltd, London, UK.** Coaching services and change consulting to the programme management function of an end-to-end private equity management software solution provider.

2005-2005 **SCA Hygiene Products, Dunstable, UK.** Onsite business project management and change consulting. Delivering a £2m SAP SD and SAP Enterprise Portal application development project. Team included on and offshore 3rd Party Vendor, application consultants, IT support, and technical architect. Assisted with process change. Interacted with NHS Trusts and the NHS IT Security group. Completing requirements definition analysis and documentation including impact analysis on solution of NHS NPfIT programme.

2004-2004 **SCA Hygiene Products, Dunstable, UK** (Permanent) **- *Business IT Project Manager***
1999-2002 **The Simpl Group Ltd, Auckland, NZ** (Permanent) – ***Various Roles: Consultant IT & Business, Software Services Delivery Manager, Operations Manager***
1997-1999 **Food Solutions Group, Auckland, NZ** (Permanent) – ***IS Manager***

1994-1997 **SSA Pacific (NZ) Ltd, Auckland, NZ** (Permanent) – ***Senior Consultant, BPCS ERP Manufacturing & Supply Chain***

Education and Training

2016 International Leadership and Organizational Behaviour by Università Bocconi on Coursera
2003 Situational Leadership Development
2003 Equal Opportunities / Diversity Training
2003 Gitp International Assessor / Coach Training
2002 PFI (performance, Feedback, Improvement) Training

1999 **Auckland University of Technology (AUT)** – *New Zealand Diploma in Business, NZDipBus*
1999 **New Zealand Institute of Management (NZIM)** – *Diploma in Management, DipMgt*