

## Deanne Earle

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### Profile

A senior independent consultant and expert practitioner who builds structures and leads interventions that are key to delivering transformative change. With extensive practical global experience, Deanne leads projects and embeds responsive Project, Program, and Portfolio Management (3PM) practices by combining Investment and Implementation processes, Change, and Governance methods for clients in Manufacturing and Supply Chain, FMCG, Utilities/Energy, Telecommunications, and Public sectors. She's worked with and for major software and professional service providers around the globe, structuring, planning and implementing ERP, Warehouse Management, SI and pricing data analytics solutions often including the transition of existing services and models to ones that support the future direction of the business.

Personable and approachable, Deanne pivots and bridges gaps between business, IT, and external partners helping negotiate and balance conflicting operational, project and commercial priorities. She analyses the extent of change triggered by a project, to manage cumulative overload, change saturation, and reduce the risk of indifference. Comfortable engaging at all levels, Deanne enables informed decision making on strategy, issues and next steps.

Encouraging and enabling, her style is pragmatic, empathetic, organised, focused and energetic. Deanne's looking to continue leading projects with organisations who recognise that change must be an inherent part of their delivery approach if their business is to transform and outcomes are to be realised.

### Specialties

- Program / Project Management – system and application implementations
- Change strategy, design, planning and delivery
- PMO (Portfolio, Program, or Project Management)
- Picking up time critical, complex or troubled in-flight projects, reviewing and establishing with owners a change, continue, pause or stop decision
- Vendor selection and Outsourcing RFP's, planning, transition, and service provision and delivery management

### Key Skills

- **Leadership** – Leading in matrix management structures with multi-cultural, -lingual, and -national internal, external and 3rd party teams. Coaches and mentors for individual and team development and performance improvement
- **Stakeholder Relationships** – Develops and builds relationships based on openness, integrity and trust, and encourages interactions that respect other viewpoints while working collaboratively on appropriate solutions
- **Communication** – Consistent, clear, and fact-based that's relevant for the situation and audience. Verbal and written, formal and informal, internal, external and end-client stakeholder reporting
- **Financial Management** – Budget and P&L management, balancing business and strategic demands and drivers with financial targets and commercial terms
- **Delivery Mechanisms** – Implementation and use of fit-for-purpose processes and methods that provide consistency across projects and management visibility of killer-dependencies

### Selected Projects / Achievements

- Established the foundation for a fully operational Portfolio Management Office for **Mercury**. Setup portfolio management governance and reporting, delivered major reduction in projects (56%), and key changes in business, staff and executive involvement and ownership.
- Associate Program Manager responsible for **Vendavo** pricing solution implementations with end-clients across EMEA using a hybrid-agile approach. Managed professional service commitments and commercial responsibilities. Ensured clients acknowledged and addressed internal organisational change and operational harmonisation.
- Project governance framework assessment, recommendations and maturity roadmap for **NZ Post**. Identified critical points of failure and remedial options and actions.
- Associate Project Manager responsible for leading a WMS global template implementation in Italy for **Sterling Commerce**. Recommended then paused the project while the client addressed internal issues of ongoing relevance and commitment to the strategy.
- Together with the vendor, delivered an effective End User Desktop program framework for **Telecom NZ**. Provided confidence to the Board on service transition, governance, delivery, benefits realisation, and handover to BAU.

## Career Summary

2005 to date	<b>Unlike Before</b> , Global – Principal Consultant, PPM, Change and Project Delivery
2002-2005	<b>SCA Hygiene Products</b> , United Kingdom – Business IT Project Manager, SAP SD and Enterprise Portal
1999-2002	<b>The Simpl Group</b> , New Zealand – Software Services Delivery Manager, ERP and Systems Consulting, Interim IT Operations Management
1997-1999	<b>Food Solutions Group</b> (now part of Goodman Fielder), New Zealand – IS Manager
1994-1997	<b>SSA Pacific (NZ) Ltd</b> (now Infor), New Zealand – Senior Consultant, BPCS ERP Manufacturing and Supply Chain
1988-1994	<b>Bluebird Foods Ltd</b> (now part of PepsiCo), New Zealand – Manufacturing Systems Controller of Factory & ERP systems implementation and support

## Qualifications

Auckland University of Technology	Diploma in Business, DipBus	1999
New Zealand Institute of Management	Diploma in Management, NZDipMgt	1999

## Ongoing Professional Development

IRM UK, London	Speaker: Innovation, Business Change and Technology Europe Forum	2017
WIN Conference - women's preferred leadership forum community	Annual Global Conference, Rome	2016
Università Bocconi via Coursera	Certification Course: International Leadership and Organisational Behaviour	2016
IRM UK, London	EA and BPM Europe Collocated Conferences	2013

## Employment History

### **Unlike Before**, Global

2005 to date

2015–2016 **Mercury New Zealand Ltd, Auckland, New Zealand** (Electricity Generation & Retailer) - Portfolio Management Consultant, Onsite

**Engagement:** Help establish the fundamentals of a fully operational Portfolio Management Office and provide a baseline for maturity to an ePMO

- Establishment of Portfolio Management for all customer driven and IT programs/projects reporting to Executive Team. This resulted in major reductions in projects (56%) and key changes in business and executive understanding and ownership.
- Established a revised governance model and simplified view of the portfolio landscape immediately increasing visibility of timescales, killer dependencies, conflicts and key business benefits.
- With involvement from OD and HR, initiated the actions necessary to make the behavioural, cultural and organisational changes required for an ePMO to be successful.
- Transitioned the portfolio office and management activity to the recommended Service Provider until the permanent position of Head of Portfolio Office could be recruited.

2013–2015 **Vendavo, UK** (Professional Services) - Associate Program Manager, Onsite and Remote

**Engagement:** Pricing data analytics and price optimisation solution. Drive team activities, perform contract management, resource tracking and customer communications, interface with technical teams, provide oversight and design leadership.

- April–Sept2015 **Becton, Dickinson & Company, Grenoble, France** – Medical Technology Company, Global. Implemented Pricing Analytics, transitioned from highly customised solution to revised model and processes. Global reach across 6 business units. Delivered commercial agreements and completed successfully with client sign off.
- April2014–April2015 **Henkel, Dusseldorf, Germany** Worldwide brands and adhesive technologies. Extended existing Pricing Manager and Demand Management solution. Navigated high complexity and competing demands of 5 business units across North America, Western Europe and APAC. Successfully transitioned to another project lead.
- Sept2013–April2014 **Michelin, Clermont Ferrand, France** Global Tyre business. Implemented Pricing Analytics, transitioned from highly customised solution to revised model and processes. Harmonised functionality, enterprise wide impact. Delivered commercial agreements and completed successfully with client sign off.

2012–2013 **NZ Post Ltd, Auckland, New Zealand** (Public Sector) - PMO Consultant, Onsite

**Engagement:** Consultant: PMO, Governance and Maturity assessment and roadmap

- Identified critical points of failure in the approval and delivery processes, and governance model. Provided options and recommendations for remediation.
- Provided guidance during RFP search and selection for EPM Tool. Ensured alignment with governance framework.

- Guided and mentored the program management of a NZD\$30m Technology Change investment program. Helped establish program framework and mentor sponsors.

2010–2011 **Sterling Commerce, UK** (Professional Services) - Associate Project Manager, Onsite and Remote

**Engagement:** Management of Belron International projects, specifically WMS Implementation at Origlass S.p.A, Milan, Italy

- Implemented a Warehouse Management System based on Belron's agreed global template.
- Managed global teams, provision of US hosted services, and coordinated with local software and integration service providers.
- Recommended then paused the project while the client addressed internal issues of ongoing relevance, commitment to the strategy and commercial terms, and agreed target state for project completion.

2010–2010 **Telecom NZ Ltd, Auckland, New Zealand** (Telecommunications) - Independent Consultant, Onsite

**Engagement:** Project Management Lead; Transition & Continuity and Transformation & Innovation Workstreams

- Led the Transformation and Transition streams of the Tech FMO Sourcing project, successfully delivering an effective End User Desktop program framework providing confidence to the Board.
- Worked collaboratively with suppliers to develop transformation and transition plans which aligned with Telecom's target model.

2010–2010 **Sinergie s.r.l, Alba, Italy** (Heating/Air Conditioning Products and Services) - Independent Consultant, Onsite

**Engagement:** Consultant: Online presence review and recommendations

- Performed 360-degree review of online presence considering customer needs, existing service and support arrangements, and desired direction.
- Documented recommendations to future-proof the support engagement and relationship, and provided a roadmap of improvements.

2008–2009 **Sterling Commerce, UK** (Professional Services) - Associate Project Manager, Onsite and Remote

**Engagement:** Project and Service Delivery Management for DHL Service Parts Logistics for HP

- Managed service provision for the iGSO RMP (Risk Mitigation Pilot) initiative. Rolled out successfully to 3 APAC countries with post-pilot deployments across APAC, South Africa, and Hungary.
- Managed delivery of services for the SeLECT Program for both iGSO and Strategic elements coordinating teams in the UK, US, India, EMEA, and Asia. Led the AMS services project and team supporting DHL International.
- Managed the day-to-day service delivery under the commercial terms of the AMS Support agreement, provided through an India based off-shore model.

2007–2008 **Oxford Consulting Group, Inc, USA** (Professional Services) - Associate Project Manager, Onsite and Remote

**Engagements:**

- 2008-2008 **eCommera, London, UK** – Retail eCommerce. Managed delivery of Yantra Order Management implementation for use by two strategic retail customers.
- 2007-2007 **Migdal Insurance, Tel Aviv, Israel** – Insurance. Led the pre-sales activity onsite with the Solution Architect, Customer and local service provider. Led the planning and estimation processes, and helped draft the resulting proposal for a GIS development and implementation solution.
- 2007-2007 **Eaton Truck Components, Kalamazoo, USA** – Manufacturing. Managed a GIS configuration of EDIFACT, RND and client specific maps for Eaton's Brazil division.
- 2007-2007 **HSBC Bank, Toluca, Mexico** – Banking. Took over an in-flight GIS implementation for an Electronic Payment Solution turning around the delivery and helping resolve the commercial challenges.

2005–2006 **Various** – Independent Consultant, Onsite and Remote

- 2006-2006 **Diamond Group Insurance, Texas, USA** – Mentored the agency owner in leadership, management, operational change and productivity. Notable increase in performance, motivation and staff engagement resulting from clearly and concisely communicating strategy, targets, and expectations.
- 2006-2006 **Retail Startup, Florida, USA** – Challenged perceptions and provided input on the projected supplier strategy, operating model and business plan.
- 2006-2006 **Hagensborg Foods, Vancouver, Canada** – Interim Management. Key areas included process improvement, employee and management development and mentoring, and recommended changes to the operating model.
- 2005-2005 **Accounting Frameworks Ltd, London, UK** – Coached and challenged the program management function in PM practices, stakeholder management frameworks, communication strategies, and personal development.

**SCA Hygiene Products, UK** (FMCG) – Business IT Project Manager

2002-2005

**Responsibilities:**

- Business Project and Change Management of SCA-wide SAP R/3 Sales and Distribution modules for Inco UK including a SAP Portal Customer and Logistics Partner interface.
- Manage the GBP£2m budget in conjunction with management, corporate finance and project group.

**Achievements:**

- Led the problem analysis and requirements definition that resulted in the decision to adjust the rollout schedule and bring forward the SAP implementation for Inco UK therefore replacing the local solution earlier than previously planned.
- Facilitated understanding of the NHS NPfIT program, completing an impact analysis and ensuring the proposed solution complied with NHS IT Security group policies.
- Helped re-engineer business processes ensuring errors were corrected at source rather than incurring downstream costs.
- Established project disciplines and structures that provided the discipline necessary during testing and helped drive the change activities that ensured operational readiness prior to cutover.

**Responsibilities:**

- Accountable for line management of 35 staff including Software Developers, Business Analysts and Project Managers across 2 offices and multiple client sites.
- Manage productivity and P&L against a NZD\$6m Revenue Plan, and costs in line with a NZD\$3m OPEX budget.
- Member of Senior Management Team.
- Annual University recruitment drives and hiring process of graduate software developers and business analysts.

**Achievements:**

- Transformed the team performance and motivation, increasing operating efficiency and effectiveness resulting in higher productivity and revenue earnings against plan.
- Established a business plan with succession planning setting the standard and template for other business units.
- Member of the bid team for an outsourcing agreement with Auckland Regional Health Board. The bid was successful.
- Managed the contracted outsource agreement to a margin of 47% against the 34% planned.
- Introduced an induction process and buddy-system for all new hires.
- Various search and selection engagements including RFP life-cycle for FMCG organisations and national television broadcaster.
- Interim IT Manager, Operations for NZ Telecommunication's organisation. 8 month assignment managing a team of 12. Developed the business unit locally while ensuring ongoing interaction with Australian parent company and NZ suppliers for services and SLA's. Facilitated and drove IT's Y2K planning and readiness activities.

**About Deanne**

Married to an Italian National, living in North West Italy (personal haven) and able to work across Europe and beyond. Holder of dual nationality, New Zealand and Italian.

**Interests / Hobbies**

- Voracious reader
- Dedicated All Black supporter
- Passionate about Classic Cars, Boating and Fishing
- Growing and harvesting home-grown fruit and vegetables
- Interested in garden design