

Deanne Earle – Program/Project Delivery and Change Management

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Unlike
Before

Deanne is self-employed senior practitioner in **program/project consulting, management, and delivery**, building structures and leading interventions that secure business outcomes aligned to strategic investments in technology projects. She has 25+ years of solid international experience in program and project leadership, delivery, PMO consulting, large-scale systems implementation, and software services and consulting.

Her expertise spans team leadership, coaching and mentoring, implementation and best practices consulting, leading change whilst engaging and aligning stakeholders at all levels, quality control, proposal preparation, ERP Manufacturing and Supply Chain. Industry sectors include local, regional, and multi-national organisations, Food Manufacturing and FMCG industry, energy and telecoms sectors, life sciences, IT services, and the public sector.

She has worked in Hybrid and 100% remote working models since 2005 spanning APAC, the UK, EMEA, and North and Central America, where multi-national, -lingual, and -cultural teams are the norm and engagement, communication, and delivery practices must flex accordingly.

Results-focused leader with big-picture understanding and ability to quickly establish order from chaos; pragmatic, credible, organised and focused.

High-energy, adaptable contributor with reliable insights and global business perspective that delivers results

- Associate Senior Project Delivery Manager to, often global, clients across EMEA and the UK using a hybrid-agile and/or waterfall approach delivering professional service commitments and commercial responsibilities.
- Established the foundation for a fully operational Portfolio Management Office delivering a major streamline of strategic projects (56% reduction) with key changes in business and executive stakeholder involvement.
- Project governance framework assessment, recommendations, and maturity roadmap identifying critical points for improvement with remedial options and actions.

Key Skills include:

- Program / Project Management
 - Delivering Programs and Projects On-Time and On-Budget
 - Management of programs and projects ranging from €500k to over €3million; SOW and Margin responsibility
 - Management of software implementation projects, upgrade projects, enhancement projects, and custom development projects
 - Stakeholder Engagement, Communication, Management and Reporting
 - Governance and Communication
 - Risk Management and Mitigation
 - Change Management
 - Quality Management
 - Project assessment and closure or turnaround of critical, complex, or troubled projects
- Organisational Change
 - Strategy, assessment, and design
 - Planning and implementation
- Systems integrators and 3rd party engagement, management, planning, transition, service provision and delivery management
- Strategist and problem solver
 - Identifies issues and develops processes that strengthen operational performance
 - Monitors and manages budgets and P&L, balancing business, strategic demands, and drivers with financial targets and commercial terms
 - Leads using fit-for-purpose processes and methods providing consistency across projects and management visibility of killer-dependencies
 - Develops relationships based on openness, integrity, and trust. Encourages respectful interactions while working collaboratively on appropriate solutions

Methodologies:

SAFe Framework, Agile, Scrum, Kanban, Lean Waterfall, Client Specific Methodologies

Software:

SharePoint, JIRA, Trello, MS Office, MS Teams, MS Project, MS Visio, ERP BPCS Manufacturing & Supply Chain

Professional Experience

Self-employed “Unlike Before SAS”, working with clients and their end-Customers across Europe, the UK, and Australasia
Jan 2005 - Current

Dec 2022 – Current **Associate Senior Project Delivery Manager at Vistex, Germany**

- *Dec2022-Current F. Hoffman-La Roche Ltd, Switzerland.* Managing delivery of solution design and implementation activities to DIA and Pharma business units. Coordinating 3 separate project workstreams with ~15 Vistex Consultants operating within a SAFe (Scaled Agile) Framework utilising Agile, Scrum, and JIRA for sprint delivery. Total budget 2023 ~EUR€3m

April 2022 to Dec 2022 - Sabbatical

July 2018 – April 2022 **Associate Senior Project Delivery Manager at Vistex, Germany** US\$250 million provider of software that manages pricing, incentive programs, and rights and royalties

- *Nov2021-April2022 Royal Mail Group Ltd, UK.* Introducing standard project processes and disciplines to identify challenges and resolution options, provide transparency of delivery against plan, traceability from requirements to 'Done', formalising testing, documentation, and knowledge transfer processes, and ensuring cohesion across all delivery responsibilities. Total budget ~GBP£1.4m
- *Dec2020-Nov2021 GE Healthcare, UK.* Restart Contract Lifecycle Management (CLM) Implementation project for EU template with extended scope and country rollout (Germany, UK, Italy, Iberia). Additional co-innovation project for Vistex CPQ-SFDC integration. GEHC Japan project implementing Rebates. Total budget ~USD\$1.65m
- *July2020–March2021 BMI, UK* USD\$2.45 billion global roofing manufacturer. Implementation of Pricing, Rebates and Commissions for UK and Ireland with subsequent rollout to Nordics including local variations. Total budget ~GBP£1.1m
- *April–Nov2020 Schaeffler, Germany* EUR€1.9 billion automotive aftermarket division. Pilot implementation in Germany of Pricing and Rebates. Total budget ~EUR€650K
- *Jan–April2020 GE Healthcare, UK* USD\$20 billion life sciences medical technology sector. Implementation of a new European 'template' based on the previous US implementation of contract lifecycle management. Due to Covid-19, successfully paused the project ensuring an appropriate level of readiness for restart in 2021.
- *July2018–April2020 Vorwerk, Switzerland* EUR€3 million developing, manufacturing and selling consumer products. Organised and managed the implementation of Pricing and Incentives, structuring smooth transitions and project closure in response to client roadmap decisions. Led commercial interactions and established a strategic relationship with client. Total budget ~EUR€2.5m

SOW and margin responsibility : Mobilisation : Engagement : Governance : Risk Mitigation : Tools, practices and plans for effective project delivery

Aug 2017 – Jan 2018 **Programme Lead (onsite) at Spark New Zealand Ltd, Auckland, New Zealand** NZD\$3.5 billion telecoms company

- Establish and drive the HMB (Home, Mobile and Broadband) Business Unit and Digitisation workstreams to achieve the Quantum Programme's objective of least cost operator. Supported the Head of HMB and his GM's establish a foundation of efficiencies that delivered prioritised initiatives with over NZ\$20m achieved at L4 and building an L2-L3 pipeline of ~NZ\$30m. Established regular review cadence with the Executive Sponsor, increasing visibility of performance against target (NZ\$61m and NZ\$25m respectively), build momentum, providing clear line of sight with accountability to the pipeline. Initiated involvement of the Group Risk team to support and assess in-plan and in-flight initiatives. Worked collaboratively with the McKinsey team to implement Agile practices for the whole-org Agile transformation; provided line of sight to achieve target and moved over NZ\$20m to L2 and over NZ\$10m to L4 in 5 weeks.

Engagement : Governance : Risk assessments : Tools, practices and plans for effective tracking and reporting

Oct 2015 – June 2016 **Portfolio Management (onsite) at Mercury New Zealand Ltd, Auckland, New Zealand** NZD\$1.6 billion electricity generator & retailer

- Establish the fundamentals of a fully operational Portfolio Management Office and provide a baseline for maturity to an ePMO. Reporting to Executive Team, establish Portfolio Management for all customer driven and IT programs/projects. 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. Together with OD and HR, initiated actions necessary to make the behavioural, cultural and organisational changes required for a successful ePMO. Identified and transitioned portfolio office and management activities to the recommended Service Provider pending recruitment of permanent role.

Mobilisation : Engagement : Governance : Service Provider relationships : PMO setup and portfolio analysis : Tools, practices and plans for informed decision making

Sept 2013 – Sept 2015 **Associate Programme Manager at Vendavo, UK** US\$157 million provider of B2B price optimisation and management software

- *April–Sept2015 Becton, Dickinson & Company, Grenoble, France* USD\$10.3 billion global medical technology company. Successful transition from highly customised solution to revised model and processes. Global reach across 6 business units. Successful client sign off.
- *April2014–April2015 Henkel, Dusseldorf, Germany* EUR€20.3 billion chemical and consumer goods company. 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. Successful transition to another project lead.
- *Sept2013–April2014 Michelin, Clermont Ferrand, France* EUR€21 billion tyre manufacturer. Implemented Pricing Analytics, successful transition from highly customised solution to revised model and processes. Harmonised functionality with enterprise wide impact. Successful client sign off.

SOW and margin responsibility : Mobilisation : Engagement : Governance : Risk Mitigation : Tools, practices and plans for effective project delivery

Apr 2012 – Jan 2013 **PMO Consultancy at NZ Post Ltd, Auckland, New Zealand** NZD\$890 million state-owned enterprise postal services organisation.

- 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. Guidance during RFP search and selection for EPM Tool ensuring alignment with governance framework. Guided and mentored the program management of a NZD\$30m Technology Change investment program. Support implementation of PMO operational systems capability in Innovation and Technology BI teams.

Mobilisation : Engagement : Governance : Risk Assessment : Mentoring : Tools, practices and plans for maturity assessment and roadmap

Sept 2010 – June 2011 **Associate Project Manager at Sterling Commerce, UK** part of the USD\$22.5 billion multinational technology company, IBM.

- *Belron International WMS Implementation at Origlass S.p.A, Milan, Italy.* Implemented a Warehouse Management System using the agreed global template. Global teams, provision of US hosted services, and coordination with local software and integration service providers. Recommended then paused the project for client to address internal issues, commitment to strategy and commercial terms.

Apr 2010 – June 2010 **Transformation Manager at Telecom NZ Ltd, Auckland, New Zealand** NZD\$3.5 billion telecoms company

- Project Management Lead of Transition & Continuity and Transformation & Innovation workstreams of the Tech FMO Sourcing project. Successful delivery of effective End User Desktop program framework providing confidence to the Board. Collaborated with suppliers on transformation and transition plans aligned with Telecom's target model.

Feb 2010 – Mar 2010 **Fixed Fee engagement at Sinergie s.r.l, Alba, Italy** privately owned heating/air conditioning products and services

- 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.

Jun 2008 – Apr 2009 **Associate Project Manager at Sterling Commerce, UK** part of IBM, the USD\$22.5 billion multinational technology company.

- *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.

May 2007 – Apr 2008 **Associate Project Manager at Oxford Consulting Group, Inc, USA** USD\$40 million IT services company, **for Sterling Commerce**

- *Jan-Apr2008 eCommera, London, UK* USD\$20 million global order management and omnichannel solutions provider for retailers. Managed delivery of Yantra Order Management implementation for use by two strategic retail customers.

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- *Dec2007-Jan2008 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.
- *Sept-Dec2007 Eaton Truck Components, Kalamazoo, USA* – Manufacturing. Managed a GIS configuration of EDIFACT, RND and client specific maps for Eaton's Brazil division.
- *May-Sept2007 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.

Jan 2002 – Dec 2005 **Business IT Project Manager at SCA Hygiene Products, UK** a SEK40.5 billion Swedish hygiene and health company

- Led the £2m investment implementation for Inco UK of SCA-wide SAP R/3 Sales and Distribution including a SAP Portal Customer and Logistics Partner interface developed by a 3rd party. Led the analysis that directly resulted in a change to the rollout schedule bringing forward the Inco UK implementation. Facilitated understanding of the NHS NPfIT program ensuring the solution complied with NHS IT Security group policies. Established project disciplines and structures to drive change activities, re-engineer processes, reduce errors and downstream costs, and build operational readiness prior to cutover.

Moved to a contract role Dec 2004 and retained full-time by SCA through to Dec 2005.

Apr 1999 – Apr 2002 **Software Services Delivery Manager | IT & Business Consultant at The Simpl Group, New Zealand** a software development and systems integration services provider

- Delivery Manager of Software Services with line responsibility of 35 Software Developers, Business Analysts and Project Managers across 2 offices and multiple client sites. Transformed team performance and increased operating efficiency resulting in higher productivity and revenue earnings against plan. Managed 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. Budget and P&L responsibility, business and succession planning, staff development. Key member of bid team for an outsourcing agreement with a Regional Health Board and subsequent responsibility for its delivery and performance - margin of 47% against the 34% planned. Introduced an induction process and buddy-system for all new hires.
- 8-month interim IT Manager, Operations assignment for NZ Telecom's organisation direct management of a team of 12. Developed the business unit locally, engaged with Australian parent company and suppliers for services and SLA's. Facilitated and drove the Y2K planning and readiness activities.
- Various search and selection engagements including RFP life-cycle for FMCG organisations and national television broadcaster.

Change Management : Outsourcing Bid and Agreement Management : P&L Accountability : Talent recruitment and development : Interim Management

Education

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

Ongoing Professional Development / Involvement

FutureLearn	Introduction to Agile Project Management	2023
PMO Conference, London	Speaker: Strategies and Practices for Change and Transformation - How the PMO Can Play a Pivotal Supporting Role	2018
PMO Publication	Contributing co-author of PMO Competency Framework	2018
Kaizen Institute New Zealand	KAIZEN™ Lean Essentials	2017
IRM UK, London	Speaker: Innovation, Business Change and Technology Europe Forum	2017
Università Bocconi through Coursera	Certification Course: International Leadership and Organisational Behaviour	2016

About Deanne

A New Zealander living in Piedmont, North West Italy since 2008. Works across Europe, the UK, and beyond. Holder of dual nationality, New Zealand and Italian.