

Profile

Deanne is an Executive level consultant and expert practitioner in **project leadership** and **change management**, building structures and leading interventions that secure business outcomes aligned to strategic investments in technology projects. She has led and implemented multiple successful complex programmes in ERP technology and systems integration solutions, established Group IT Portfolio Management, structured and led software services and project delivery organisations, and managed the provision of outsourced and managed services. A combination of responsive project delivery with sound change management practices effectively bridges the space between the business, Group IT and external partners, a key soft-skill recognised by clients to bring focus to business drivers and help everyone achieve outstanding results.

Her skills have developed over many years with local, regional, and multi-national organisations, leading and driving change while engaging and aligning stakeholders at all levels. She has worked in the Food Manufacturing and FMCG industry, the energy and telecoms sectors, in professional services and the public sector. Her experience on 'both sides of the fence' ensures she never loses sight of the need to balance requirements and constraints against commercial realities. She has worked in APAC, the UK, across Europe, and North and Central America, where multi-national, -lingual, and -cultural teams are the norm and engagement and delivery practices must flex accordingly.

Pragmatic, credible, organised and focused, Deanne is looking for senior roles in programme/project delivery and change management across the spectrum of transformation initiatives.

Areas of Expertise

- Program / Project Management – system and application implementations
- Change Management strategy, design, planning and implementation
- PMO (Portfolio, Program, or Project Management) – establish and operate
- Project assessment and turnaround of critical, complex, or troubled projects
- Governance, stakeholder relationships, budget control, SOW and margin responsibility, risk mitigation
- Systems integrators and 3rd party engagement, management, planning, transition, service provision and delivery management

Key Projects / Client Achievements

- Established the foundation for a fully operational Portfolio Management Office for **Mercury** including change management activities to 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, often global, **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 management needs 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 for internal issues surrounding ongoing relevance and commitment to the strategy were addressed.
- Together with the vendor, delivered an effective End User Desktop program framework for **Telecom NZ**. Provided confidence to the Board on change management, service transition, governance, delivery, benefits realisation, and handover to BAU.

Key Skills

- **Leadership** – Leading in matrix management structures with multi-cultural, -lingual, and -national internal, external and 3rd party teams. Coaching and mentoring for individual and team development and performance improvement.
- **Stakeholder Relationships** – Identifying the wider stakeholder network developing relationships based on openness, integrity and trust. Encouraging respectful interactions while working collaboratively on appropriate solutions.
- **Communication** – All forms are consistent, clear, fact-based and relevant for the situation and audience.
- **Financial Management** – Budget and P&L, balancing business, strategic demands, and drivers with financial targets and commercial terms.
- **Delivery Frameworks** – Implementation using fit-for-purpose processes and methods providing consistency across projects and management visibility of killer-dependencies.

Professional Experience

Principal Consultant and Owner, Unlike Before, working with clients across Europe, the UK, and Australasia
Jan 2005 - Current

April 2022 - Sabbatical

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

July 2018 – April 2022

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.

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.

April–Nov2020 Schaeffler, Germany EUR€1.9 billion automotive aftermarket division. Pilot implementation in Germany of Pricing and Rebates.

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.

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

Programme Lead (onsite) at Spark New Zealand Ltd, Auckland, New Zealand NZD\$3.5 billion telecoms company

Aug 2017 – Jan 2018

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 \$10m to L4 in 5 weeks.

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

Portfolio Management (onsite) at Mercury New Zealand Ltd, Auckland, New Zealand NZD\$1.6 billion electricity generator & retailer

Oct 2015 – June 2016

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

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

Sept 2013 – Sept 2015

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.

April 2014–April 2015 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.

Sept 2013–April 2014 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

PMO Consultancy at NZ Post Ltd, Auckland, New Zealand NZD\$890 million state-owned enterprise postal services organisation.

Apr 2012 – Jan 2013

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

Associate Project Manager at Sterling Commerce, UK part of the USD\$22.5 billion multinational technology company, IBM.

Sept 2010 – June 2011 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.

Transformation Manager at Telecom NZ Ltd, Auckland, New Zealand NZD\$3.5 billion telecoms company

Apr 2010 – June 2010

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.

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

Feb 2010 – Mar 2010

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.

Associate Project Manager at Sterling Commerce, UK part of IBM, the USD\$22.5 billion multinational technology company.

Jun 2008 – Apr 2009 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.

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

May 2007 – Apr 2008

Jan-Apr 2008 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.

Dec 2007-Jan 2008 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-Dec 2007 Eaton Truck Components, Kalamazoo, USA – Manufacturing. Managed a GIS configuration of EDIFACT, RND and client specific maps for Eaton's Brazil division.

May-Sept 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.

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

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.

Progressed from employee to external contractor Dec 2004 and retained full-time by SCA through to Dec 2005.

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

Apr 1999 – Apr 2002

Various search and selection engagements including RFP life-cycle for FMCG organisations and national television broadcaster. 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.

Progressed to delivery manager of the Software Services team with direct management of 35 Software Developers, Business Analysts and Project Managers across 2 offices and multiple client sites, transforming team performance and increasing operating efficiency and effectiveness 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 the Auckland 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.

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

PMO Conference, London	Speaker: Strategies and Practices for Change and Transformation - How the PMO Can Play a Pivotal Supporting Role	2018
PMO Learning	Contributing co-author and reviewer 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

Lives in North West Italy, working and traveling across Europe and beyond. Holder of dual nationality, New Zealand and Italian.