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|  | **Curriculum Vitae** |  |
| **Paul Harrison** | Paul.Harrison15@gmail.com | +44 (0) 7827 343 654 Age 49 and living in Chalfont St Peter, UK |  |

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|  | Accomplished and versatile executive with a rich business and technology background. 28 years of international cross-sector experience in developed and emerging markets.  Track record of successful delivery and managing large multi-disciplined teams by being pragmatic, resourceful and ensuring robust financial control. Strong leadership, interpersonal communication and stakeholder management skills with many years experience working at board level in blue chip, private and listed companies.  Serial business and technology transformer and strategist ensuring application of technology enables and/or supports the business vision and strategy. Enjoy being hands-on and getting into the detail when needed. Also skilled at maintaining a good view of the overall big picture to ensure a desirable business outcome. |

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| **Career Highlights** | | |
| * 6 Full life cycle Business & Technology Transformation programmes led and delivered. | * 400+ largest team, 3,900 largest number of overall reports globally dispersed. Largest budget of $350m. | |
| * 200+ SAP, Oracle, Salesforce.com go-lives delivered in 60+ countries using agile, DevOps & waterfall on most continents. | * 17 years rationalising, globalising & outsourcing applications, infrastructure and operations and managing most tier 1 and 2 vendors often in a multi-vendor context. | |
| * 23 Digital B2B & B2C transformations delivered some for OmniChannel customer experience. | * 12 years experience with management of change in sometimes complex politically charged environments. | |
| **2015 - 2016 | Capgemini Group** | **Interim Transformation Director & Advisor** | |
| Professional Services & Technology | France, UK & Global  Revenue $11.6bn | Employees 180,000 | Public listing Euronext Paris  Contract 6 months, 2 extensions | |
| Responsible Globally for Business Change, Marketing, Communications, Stakeholder Management, and acting as chief independent transformation advisor. This internal corporate Global sales transformation programme covers 40+ countries, all sales stages, Marketing and business performance management. Enabled by Sales Cloud, Marketing Cloud, Pardot, Chatter and Analytics, this will deliver top line growth by boosting sales performance, driving greater collaboration and act as a catalyst for implementing organisational and behavioural change.  **Key accomplishments**   * Delivered and managed Global Business change and communication covering various channels, awareness content, creation of Change Network & Global sales performance metrics focused on cross selling and up selling. * Delivered Marketing, training and promotional material with many hours of video from pre to post production. | | |
| **2014 - 2015 | TNT** (now part of FedEx) | | **Interim Transformation Programme Director** |
| Transportation & Logistics | Netherlands, UK & Global  Revenue $6.1bn | | Employees 63,000 | Public listing Euronext Amsterdam  Overall reports 200+ | Contract 6 months |
| Responsible for setting up and leading the transformation programme across 60+ countries. This will simplify and standardise business processes, exploit digital opportunities, enable business growth and rationalise applications from 1,600 to sub-100. Reported to the Steering Committee and Global CIO and managed 6 workstreams.  **Key accomplishments**   * Introduced programme performance metrics and business process governance. Organisation structure in place, business case defined and Change Management framework with stakeholder management plan complete. * RFP for Global SI complete. First Salesforce.com rollouts now live. Local change teams mobilised and communication plans in execution. Complex landscape includes SAP, SAP Business Objects and Performance Management, Salesforce.com, TMS and a significant integration layer. | | |
| **2012 - 2014 | Canon Europe** | | **Interim Transformation Programme Director** |
| Consumer Goods | UK, Netherlands & Europe  Revenue $8.2bn | | Employees 24,000 | Public listing NYSE and TSE  Overall reports 300+ | Contract 18 months, 2 extensions |
| Responsible for leading a transformation programme across EMEA spanning the consumer and business imaging divisions covering 25 countries. Reported to the Steering Committee and EMEA CIO and managed 9 workstreams.  **Key accomplishments**   * Turned-around and rebooted troubled programme. Governance and business process owner organisation established. Introduced stage gates, Risk Management, Change Management framework & work stream, performance metrics, stakeholder management and communication plan and mobilised change agents. * Front office rollout of Salesforce.com to 18 countries complete with campaign to offer and demand/lead generation processes re-engineered. Siebel & Antenna rollout for 8,000 field service staff and 9 customer contact centres. * Delivered Canon Irista consumer facing digital platform with consumer payment processing; Digital Asset Management solution delivered centralising and securing all digital media throughout EMEA. * RFP Global SI and deployed Oracle R12, SAP & SAP BI, Demantra, custom application & Eloqua rationalising applications from 1,200 to 70. All delivered using agile. | | |

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| **2012 - 2012 | Actavis** | | **Interim Transformation Programme Director** |
| Pharmaceutical | Switzerland & Global  Revenue $8bn | | Employees 17,000 | Public listing NYSE  Direct reports 7 | Overall reports 40 | Contract 9 months, 1 extension |
| Responsible for a global security transformation programme covering 41 countries and mainly five key data centres and reported to the Steering Committee and CTO.  **Key accomplishments**   * Defined programme performance security metrics and dashboard, governance, applied defence in depth and CIAA principles. Delivered Unified Threat Management, vulnerability management, policies, war games, crisis management and emergency response team. Improvements in perimeter and internal network defences, servers, clients and applications with over 14,000 clients, devices & servers hardened and now secure. | | |
| **2010 – 2012 | African Minerals Ltd** | **Group Chief Information Officer & VP** | |
| Natural Resources & Construction | UK, Sierra Leone & China  Revenue $2bn | Employees 6,000 | Public listing on FTSE AIM  Direct reports 5 | Overall reports 65 | |
| Reported to the Group CEO and responsible for the CIO portfolio with full P&L responsibility. Operating in the West African theatre for long periods required immense patience, creativity and a need to constantly think out-of-the-box in order to overcome the many obstacles and still have a positive impact on the lives and people of Sierra Leone.  This marked a return to a more hands-on role to embark upon the most challenging journey in my life and career to deliver what many believed to be an impossible task in a vastly underdeveloped and sometimes hostile country. Success was made possible due to commitment and hard work from various teams that were comprised of a complimentary mix of former special forces operators and IT professionals.  **Key accomplishments**   * Full scope SAP deployed and live in 4 months, which enabled and introduced standard business processes, internal controls and SOP’s across the company. This improved cost control and reduced operating costs. Outsourced SAP to the cloud. Deployed VMWare farms and full suite of Microsoft products from AD, Office365 to PPM. Also introduced stage gates to manage a diverse programme portfolio. * Created a CIO office, IT strategy and policies. Setup and recruited a Greenfield IT organisation, deployed ITIL and customer service desks, setup global data centre in London. In Sierra Leone built site data centres, construction of telecom towers, access roads, VHF trunk radio & microwave backhaul network across 14 sites and three satellite teleports. Completed in 8 months across a hostile mountainous rain forest terrain. | | |
| **2008 – 2010 | ENRC plc** | **Group Chief Information Officer** | |
| Mining & Construction | UK, BRIC, Kazakhstan & Africa  Revenue $6.8bn | Employees 67,000 | Public listing FTSE 100 & KASE  Direct reports 9 | Overall reports 3,900+ | |
| Reported to the Group CEO. Member of group management and responsible for an enlarged CIO portfolio with full P&L responsibility. Also acted as Chairman of a subco that was tasked with delivering business and IT transformation.  **Key accomplishments**   * Launched and led a global business transformation programme to standardise and optimise business processes coupled with significant cultural change and creation of a shared service centre. This was enabled by a full scope SAP global template deployment and rollouts. Benefits came from reliability centred maintenance, working capital reduction, increased revenue and shorter financial closings of D+26 to D+7. * Centralised IT from a federated model and created a CIO office, strategy & governance, security and enterprise architecture function. Deployed leading practices and processes for cost control, licensing and project portfolio management. Standardised EUC technology. Outsourced global WAN and further rationalisation of datacentres. | | |
| **2004 – 2008 | ArcelorMittal SA** | **Chief Information Officer | AAMS division** | |
| Metals & Mining | Luxembourg & Global  Revenue $125bn | Employees 320,000 | Public listing NYSE, AEX, CAC40  Direct reports 8 | Overall reports 2,500 | |
| Reported to the SEVP and CEO and responsible for the CIO portfolio of Global Mining & Tubular Products, CIS, Asia, Africa and Middle East (22 countries, 44 business units, 4 continents, 150,000 staff).  **Key accomplishments**   * Launched two programmes aimed at carving out a line of business, changing the operating models, standardising and optimising business processes with adoption of common internal controls to address SOx compliance. This was enabled by a SAP global template rollout to 22 countries across two lines of business. Also delivered five full scope large scale SAP implementations in South America, North Africa, Eastern Europe and Middle East. * Consolidated and outsourced infrastructure and application maintenance in 18 markets. Established SAP Centre of excellence in Poland retaining business process knowledge and reduced IT spend by 25%. * Led M&A IT integration activities and restructured many acquired IT departments reducing opex and capex by an average of 40% saving over $50m exceeding synergy targets. | | |

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| **2000 – 2004 | Maxxium Worldwide BV** | **Chief Information Officer** | |
| Consumer Packaged Goods | Netherlands & Global  Revenue $1.8bn | Employees 4,500 | Privately held  Direct reports 22 | Overall reports 300 | |
| Created by Rémy Cointreau, Highland Distillers, Absolut and Jim Beam; Amsterdam based Maxxium Worldwide was one of the world’s leading premium wine and spirits companies. Maxxium operated in 35 countries with sales & marketing, distribution, production facilities and retail outlets in Asia Pacific. Reported to the CFO and responsible for IT globally.  **Key accomplishments**   * Rationalised 30 ERP solutions in 35 countries to one. This comprised of a Global Business Blueprint and realisation of a SAP global template and full suite SAP deployment including CRM, Mobile Sales and IT/2 as the treasury solution. This enabled improvements in brand equity, global supply chain management and efficient group cash management, delivering $17m in annual top line growth, cost savings, improved customer retention in on-premise and global travel retail. * Established a Global CIO office and IT function, developed a strategy, IT blueprint and governance. Centralised IT from a federated model resulting in the establishment of a global data centre and a Global SAP Competence Centre with facilities in Amsterdam and Sydney using the follow-the-sun model. Standardised retail POS solutions and EUC. Outsourced datacentre, Global WAN and application maintenance. | | |
| **1984 – 2000 | UK & Europe** | **IT Manager & various other roles** | |
| 1993 – 2000 IT Manager, Unocal 76, Oil & Gas, Netherlands & UK  1991 – 1992 Manager Marketing & Sales, HyperIcon BV, Multimedia Software, Netherlands  1988 – 1991 IT Manager, Meridian Nederland (formerly IBL plc), Computer Leasing, Netherlands, Belgium, Germany  1984 – 1988 Programmer, Maple Advanced Business Systems, Accounting Software, UK | | |
| **Education & Other** | |

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| * Diplomacy tactics and strategy * Study of Japanese, Russian and Kazakh culture * Business process modelling and re-engineering * Business operating models * Negotiating skills * Effective communication & presentation skills * Prince2, Agile, Oracle OUM, SAP ASAP, CMMI * IT strategy development * Ethical hacking | * Business performance management * Risk management & governance * Organisational change management * Cultural diversity * Marketing & sales * Project management * Security – ISO/IEC 27002 & ISA 99 standards * Business continuity & disaster recovery * IT demand and supply model |

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| Languages - English (native), Dutch (average), German (weak) Secondary Education – Hazelwick, Crawley, UK (1982) Dutch language - Linguarma Nederland, Netherlands (1989) |
| Publications: CIO Magazine articles (2012, 2009, 2006 ) & SAP INFO articles (2005 & 2007) |
| Public speaking: Keynote speaker at CIO Strategies forum convention, Effective outsourcing convention, SAP Steel Industry Executive Council and other various CIO conferences. |
| Free time: Cooking, travelling, filmmaking and photography |