

PROFILE

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OVERVIEW

Robert is an independent project, systems and risk expert who specialises in helping to solve complex project problems and challenges.... particularly those associated with large-scale, global and regional EMEA based Compliance (such as GDPR and Brexit), Systems Integration, Enterprise Resource Planning (ERP) Implementation, Business Intelligence (BI), Merger & Acquisition (M&A), Business and Digital Transformation initiatives.

His real-world project and risk management experience spans over thirty years, based on a solid and successful systems background. After launching his own consultancy practice in 1992, he has shared and extended his expertise on many varied assignments within the UK and beyond.

Since May 2016, he has been investigating various ways in which he can help his clients achieve efficient compliance with the General Data Protection Regulation (GDPR) legislation. His initial research and ongoing activities in this area has exposed him to many different methodologies, tools and techniques which he has been able to evaluate in more detail, and subsequently share with his clients in activities such as software evaluation and selection. This specialist knowledge, combined with his recent MSc Risk Management (Distinction) achievements and over ten years data protection related project management experience, makes him a strong candidate for helping clients with their GDPR and upcoming Brexit challenges.

SERVICES

Robert helps his clients in the following areas:

- TURNAROUND:** recovering strategic initiatives failing to deliver on expectations;
- ASSURANCE:** reviewing effectiveness of key activities to ensure fit for purpose;
- IMPLEMENTATION:** organising more effectively to implement change;
- SUPPORT:** achieving full potential during period of significant change or challenge;
- RESEARCH:** finding out more about some new or existing area of interest.

His previous clients and employers include: Johnson & Johnson, Alparma (now Actavis), Amersham Biosciences (now GE Healthcare Life Sciences), Arjo Wiggins, Christofle/LBDe, WH Smith Business Supplies/Niceday, Sun Life Assurance of Canada, Dun & Bradstreet, Rank Xerox, TSB Trust Company, Hambro Life Assurance, SavaCentre, British Credit Trust... to name but a few.

STRENGTHS

- Relishes dealing with **complexity, uncertainty and ambiguity**;
- Comfortable within large-scale, global initiatives as well as country/location specific activities;
- Effective in decentralised, centralised, matrix as well as virtual organisations using external/outsourced resources (eg offshore, nearshore and onshore based);
- Benefits from strong systems background with extensive business experience;
- Delivers pragmatic, value-driven innovative solutions;
- Communicates effectively at all levels;
- Works independently direct with client staff or as part of third-party consultancy team;
- Makes things happen!

TYPICAL ROLES UNDERTAKEN

Advisory, Implementation, Turnaround and Assurance Consultancy as well as Interim Project Management, Portfolio Management, Programme Management, Non-Executive Management (NEM), Coaching and Mentoring, and Subject Matter Expert (SME)

PROFESSIONAL RECOGNITION

Fellow Member: Chartered Management Institute (FCMI)

Full Member: Project Management Institute (PMI)
Association for Project Management (MAPM)
International Association of Privacy Professionals (IAPP)
Information Systems Audit and Control Association (ISACA)
Institute of Consulting (MIC)

Recently Awarded (2013): **MSc Risk Management (Distinction)**

Completed postgraduate studies that consisted of eight specialist units covering: Strategic Risk Management; Organisational Risk; Environmental Risk; Business Continuity and Crisis Management; Corporate Governance, Project Risk; People and Skills in Risk Management; Research Methods... and a Research Dissertation which explored the barriers to implementing an integrated approach to governance, risk and compliance (GRC) activities.

EXPERTISE AND INTERESTS

GOVERNANCE including Project Turnaround; Project Assurance; Project Management, Portfolio Management, Programme Management and Change Management; Virtual Team Management; Methodologies (ITIL, PRINCE2, COBIT, MSP, P3M3, P30, DevOps, Agile/Extreme etc); Stakeholder and Vendor Management; Governance and Management of Enterprise IT (GEIT); Information Governance; Data Governance; Collibra; Standards (PMI PMBOK, APM BOK, ISO 21500; Brexit Readiness Preparations

RISK including Enterprise Risk Management (ERM); ISO 31000; M_o_R; Risk Assessment; Control Frameworks (COSO/COBIT); Cyber Risk; IT Risk Assurance, Information Security; ISO 27001; Supply Chain Risk (SCRM); Business Continuity Management (BCM); Resilience Planning; ISO 22301; ISO 28002; Pandemic Planning; Crisis Management; Risk Intelligence; Process Improvement

COMPLIANCE including Compliance Analysis; Sarbanes-Oxley (SOX); Systems Development Lifecycle (SDLC); Records and Information Management (RIM); Information Lifecycle Management (ILM); Data Protection; Data Privacy; ISO 29100; Nymity; Privacy Management Accountability Framework (PMAF); General Data Protection Regulation (GDPR); Privacy Compliance Tools (incl DPOrganizer; PrivacyPerfect; OneTrust; TrustArc; MetaPrivacy; Nymity Solutions; Collibra etc); Data Discovery; ePrivacy Regulation (ePR); Information Audit; Data Audit; Data Inventory and Mapping; Privacy Impact Assessment (PIA); Privacy by Design (PbD); Information Asset Protection Policy (IAPP); Audit Preparation

CLIENT FEEDBACK

"... able to introduce order into a situation that is full of complexity and ambiguity"

"... attention to detail and tenacity in chasing through issues to find the people who can make an impact on delivering the solution"

"... expert in making complex processes clear"

"... good at uncovering complexity and trying to make sense of it, to help your colleagues understand what's really going on"

"... individual of broad vision who recognises the importance of people to achieving quality results"

"... good at identifying details and following up to nag people to get things done"

"... well organised and good at straddling both high level strategic thinking and more detailed "this is what needs to be done urgently" type actions"

"... he's the ideal right hand man, a bit like Jiminy Cricket sitting on your shoulder reminding you of stuff that needs sorting"

"... couldn't have done this without your contribution!"

"... recommend you speak with Robert before going down the Big Consultancy Group route"

CLIENT ASSIGNMENT SUMMARY

Senior Partner (Consultant/Non-Executive Manager/Subject Matter Expert)
Project Systems Support: February 1992 - Present, UK/EMEA

Date: September 2016 to present
Assignment: **Specialist Consultant (Grant Thornton UK LLP)**

Date: October 2016 to present
Assignment: **Data Protection and Privacy (incl GDPR) Consulting**

Recent assignments have included:

April 2018 to July 2018

GDPR Programme Management and SME Advisory

International Distribution Group

Provided programme management and SME support to client on first stage of GDPR remediation activities, following earlier completion of gap assessment and other related activities.

December 2017 to May 2018

GDPR Programme Management

International Law Firm

Provided high-level programme management support on organisation and delivery of remediation activities to ensure client had a defensible position on GDPR compliance by May 2018. These activities leveraged gap assessment recommendations and stakeholder views on previous approach used. Key members of the client team included US based CIO and other senior members of the Firm, as well as London based SME members of the consultancy team.

July 2017 to April 2018

GDPR SME Advisory

UK Pub Retailer and Brewer

Provided SME support to help client setup their GDPR compliance programme, based on the use of a Nymity Privacy Management Accountability Framework (PMAF) approach, working directly for the client's Company Secretary and IT Director. Also, helped client select and then initially implement (pilot) privacy management software (with data mapping and inventory capabilities) to support their compliance activities, and assisted with selection of data discovery tools.

Date: May 2016 to present
Sector/Client: Internal (Project Systems Support)
Assignment: **GDPR Implementation Methodology Project**
Overview: Developing new methodology for implementing requirements of General Data Protection Regulation (GDPR) legislation, based on a more tightly coordinated and cost efficient approach to associated project governance, risk and compliance activities

Date: November 2015 - April 2016
Sector/Client: Internal (Project Systems Support)
Assignment: **Workshop Development Project**
Overview: Completed initial research and preparations for new workshop on "Using Risk Management to Innovate within Projects"

Date: August 2015 - April 2016
Sector/Client: Internal (Project Systems Support)
Assignment: **Book Writing Project**
Overview: Wrote chapter on Governance, Risk and Compliance (GRC) for new book on Multi-Dimensional Risk Management that was published by Kogan Page in June 2016

Date/Scope: July 2014 - July 2015, EMEA/Global
Sector/Client: Medical Devices & Diagnostics
Assignment: **Business Intelligence - Programme/Senior IT Project Management (JDE/SAP)**
Overview: Provided specialist programme/senior project management support to help client develop way of using JDE/SAP transactional and master data from EMEA with IBM Cognos BI/TM1 to feed new global Financial Planning and Analysis (FP&A) application

Date/Scope: 2013/2014, UK
 Sector/Client: University of Portsmouth
 Assignment: **Doctorate Research - Projects, Systems and Risk**
 Overview: Completed first phase of real-world research investigations into how success and costs of complex projects such as forthcoming GDPR implementations can be influenced by adopting a more coordinated approach to management of project governance, risk and compliance (GRC) activities. NB Second phase on hold, pending commercial sponsorship

Date/Scope: 2013, UK
 Sector/Client: Specialist Consultancy
 Assignment: **Risk Assessment Review**
 Overview: Conducted risk assessment in response to recent security breach and prepared action plan to help client address weaknesses in ISO 27001 based operating environment

Date/Scope: 2011-2013, EMEA
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Business Intelligence - Programme Compliance Review and Implementation (JDE)**
 Overview: Provided specialist programme management support (compliance/risk) to help client complete as quickly as possible all outstanding compliance (including data privacy/PIA) activities relating to previous/current IBM Cognos based Business Intelligence projects within EMEA and implementation of new System Development Life-Cycle (SDLC)

Date/Scope: 2010-2011, UK/EMEA
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Portfolio Management Implementation (JDE)**
 Overview: Provided specialist project management support (portfolio/risk) to help client implement portfolio management approach to oversee and manage project activity within Finance

Date/Scope: 2009-2010, UK
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **HR Reorganisation Financial Consolidation (JDE)**
 Overview: Provided specialist project management support (risk) to help client facilitate timely consolidation of all HR budget data associated with recent UK reorganisation

Date/Scope: 2010-2011, EMEA/Global
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **M&A Acquisition Integration (JDE/SAP)**
 Overview: Provided specialist programme management support (risk/compliance) to help client manage integration of a recently acquired business in all areas outside of US

Date/Scope: 2009, UK
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Data Privacy Research**
 Overview: Provided specialist help (risk) to help client understand Data Privacy requirements of corporation and local legal requirements

Date/Scope: 2009, UK
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Business Continuity Planning/Pandemic Planning (JDE)**
 Overview: Provided specialist project management support (risk/compliance) to help client develop and implement Business Continuity Plan for new UK campus facility

Date/Scope: 2008-2009, UK
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **SOX Audit Preparation (JDE)**
 Overview: Provided specialist project management support (risk/compliance) to help client prepare for forthcoming internal Corporate Audit visit with focus on Sarbanes-Oxley (SOX) compliance activities across Finance functions of UK operation

Date/Scope: 2008-2009, EMEA/Global
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **ERP - SOX Interfaces Review (JDE)**
 Overview: Provided specialist project management support (risk/compliance) to help client prepare for forthcoming internal Corporate Audit visit with focus on Sarbanes-Oxley (SOX) system ERP interfaces on shared-service EMEA-wide JDE World ERP solution

Date/Scope: 2008, UK/EMEA/Global
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Records and Information Management (RIM) Implementation Preparation (JDE)**
 Overview: Provided specialist project management support (risk/compliance) to help client understand, develop and implement records information management into two sites

Date/Scope: 2007-2008, EMEA/Global
 Sector/Client: OTC/FMCG
 Assignment: **M&A Merger Integration (JDE/SAP)**
 Overview: Provided specialist programme management support (risk/compliance) to help client manage integration of a recently acquired business in Europe, Middle East and Africa

Date/Scope: 2007, EMEA
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **ERP - Solution Partner RFP Selection (JDE/SAP)**
 Overview: Provided specialist project management support (risk) to help client select an IT Solution Partner to support implementation of new EMEA-wide JDE/SAP solution

Date/Scope: 2006-2007, EMEA/Global
 Sector/Client: OTC/FMCG
 Assignment: **ERP - Implementation (SAP/BPCS)**
 Overview: Provided programme management support to help client manage the setup of a new programme to facilitate the implementation of a new EMEA-wide SAP solution

Date/Scope: 2005-2006, EMEA
 Sector/Client: OTC/FMCG
 Assignment: **Portfolio Management Implementation (BPCS)**
 Overview: Provided specialist project management support (risk/portfolio) to help client oversee and manage project life-cycle activity across Europe, Middle East and Africa (EMEA) in more controlled and orderly way using portfolio management

Date/Scope: 2005, UK/EMEA
 Sector/Client: OTC/FMCG
 Assignment: **Reorganisation Facilitation/Support (BPCS)**
 Overview: Provided specialist programme management support to help client reorganise EMEA IT organisation

Date/Scope: 2004-2005, UK/EMEA/Global
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **SOX Implementation (JDE)**
 Overview: Provided specialist project management support (risk/compliance) to help client implement requirements of Sarbanes-Oxley (SOX) across both UK IT and Finance

Date/Scope: 2002-2003, UK/EMEA/Global
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Business Continuity Planning Implementation (JDE)**
 Overview: Provided specialist project management support (risk/compliance) to help client understand, develop and then implement Business Continuity Plan for two UK sites

Date/Scope: 1999 to 2002, EMEA/Global
 Sector/Client: Various, Whitehouse Consultants
 Pharmaceuticals, Medical Devices & Diagnostics; Paper Manufacturer;
 Luxury Goods Manufacturer; Supplier of Flavour, Fragrance & Cosmetic Ingredients
 Assignment: **ERP - Implementation Project Management Consultancy (JDE)**

Date/Scope: 2001, EMEA
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **ERP - European Distribution Centre Integration Support (JDE)**

Date/Scope: 1999-2000, UK/EMEA/Global
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Y2K Preparation (JDE)**

Date/Scope: 1997-1999, EMEA
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **ERP - Implementation (JDE)**

Date/Scope: 1997, EMEA/Global
Sector/Client: Medical Devices & Diagnostics
Assignment: **Manufacturing Plant Relocation (JDE)**

Date/Scope: 1996-1997, EMEA
Sector/Client: Medical Devices & Diagnostics
Assignment: **ERP - Implementation (JDE/PRMS)**

Date/Scope: 1995-1996, UK
Sector/Client: Filtration, Separations and Purification (Pall Europe)
Assignment: **Project Management Review**

Date/Scope: 1994-1995, UK, Retail - Office Supplies and Stationery (Niceday)
Assignment: **ERP - Implementation and Business Consolidation (IMREX)**

Date/Scope: 1992-1993, UK, Financial Services (Sun Life Assurance of Canada)
Assignment: **Custom Systems Development and Implementation**

EMPLOYMENT SUMMARY

Date/Scope: 1988 to 1992, UK, Financial Services (TSB Trust Company) (MSA)
Roles: Project Manager to Business Systems Manager (Financial Systems)

Date/Scope: 1985 to 1988, UK/EMEA, Financial Services (Dun & Bradstreet EBIC BV) (M&D)
Roles: Project Leader to Project Manager (Financial Systems)

Date/Scope: 1984 to 1985, UK, Financial Services (British Credit Trust)
Roles: Senior Systems Analyst to Project Leader (Financial Systems)

Date/Scope: 1983 to 1984, UK, Hypermarket Retailing (SavaCentre)
Roles: Senior Systems Analyst (Financial Systems)

Date/Scope: 1979 to 1983, UK/EMEA, Office Communications (Rank Xerox)
Roles: Trainee Systems Analyst to Senior Systems Analyst