

# Kent Willumsen - Curriculum Vitae

<b>Name</b>	Kent Willumsen
<b>Citizenship</b>	Danish
<b>Residence</b>	56 Thorpe Street, York, YO23 1NL, United Kingdom
<b>Education</b>	B.Sc. in Electrical Engineering, 1983-86, Technical University of Denmark Accounting and Management, 1990-92, Niels Brock - Copenhagen Business College
<b>Qualifications/memberships</b>	Fellow member of IMIS - Institute for the Management of Information Systems
<b>Languages</b>	English, Danish (spoken Danish is similar to Norwegian and Swedish)
<b>Contact</b>	Email: kent[at]kentw.com (replace {at} with @) Phone: +44 774 002 3373 Web: http://ltd.kentw.com
<b>Work base</b>	UK and anywhere in Europe. Other countries on request

## Experience Summary

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### ORACLE APPLICATIONS

GL: General Ledger	10+ year's functional experience with Oracle E-Business Suite.
AP: Accounts Payable	Version R12.2.x, R12.1.x, R12.0.x, 11i+ and earlier versions.
IBY: Payments	<b>Experience:</b> Full cycle implementation, configuration, application architecture, functional lead, work stream lead, quality review, training, support, interfaces and data conversion.
FA: Fixed Assets	<b>Methods:</b> Application Implementation Method (AIM), Oracle Business Accelerator (OBA), PwC System Management Methodology (SMM).
AR: Accounts Receivable	
IEX: Advanced Collections	
HZ: Trading Community Architecture (TCA)	
CE: Cash management	
ZX: E-Business Tax; ebtax	
XLA: Subledger Accounting (SLA)	
OIE: iExpense	
OPSF: Public Sector Financials	

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PO/INV: Purchasing/Inventory	
PA: Project Accounting	<b>Experience:</b> Limited functional experience from previous implementations, support, training, interfaces and data conversion.
OTL: Time and Labour	
ONT: Order Management	Version R12.1.x, R12.0.x, 11i+ and earlier versions.

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### CHANGE MANAGEMENT

Requirements Analysis	<b>Experience:</b> Managed change as part of large implementations using multiple methods to identify implementation scope, risks, high-level process changes and system gaps.
Business Analysis	<b>Methods:</b> Business Process Reengineering (BPR), Business Analysis Body of Knowledge (BABOK), Yourdon, Structured Analysis and Design (SASD).
Process Modelling	
Data Modelling	

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### PROJECT MANAGEMENT

Project Management	<b>Experience:</b> Managed smaller implementation projects; been functional lead and work stream lead on large implementations; done technical project management on large implementations and coached teams of client staff in functional and technical aspects of implementations. Managed off-shore and subcontractor deliverables.
Team lead	<b>Methods:</b> Oracle Project Management Method (PJM), Prince2, Programme and Project Management Lifecycle (PwC PPM), Project Management Body of Knowledge (PMBOK).
Functional Lead	
Technical Project Management	
Coaching	

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### ORACLE TOOLS

Oracle Workflow	<b>Experience:</b> Technical experience from hybrid roles, technical management and team lead for interfaces, data migration, ETL, data manipulation and XML based reporting.
PL/SQL, SQL Plus, SQL Loader	
SQL Developer	
XML Publisher (XDO)	

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### OTHER TOOLS

DataLoader and Toad	<b>Experience:</b> Advanced use for template building, data manipulation and reconciliations.
MS Office, MS Projects, MS Visio	

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### INDUSTRIES and CLIENTS

Insurance:	Royal Sun and Alliance (RSA), Aviva (Norwich Union/CGNU), CNA Insurance
Banking:	GE Capital, Budapest Bank, Agrobanka Prague, Société Générale
Telecoms:	Hellenic Telecommunications/OTE, TeleDanmark/TDC, Ceragon, Interoute
Government:	NHS, Work and Pensions, Police, Councils, Universities
Consultancies:	Capgemini, Oracle, Accenture, PricewaterhouseCoopers, EDS
Other sectors:	Publishing, Health, Transport, Manufacturing

## Roles in recent projects

Sep 2017 R12.1.3 Implementation of GL, CE, AR/IEX and E-Business Tax at Avis Budget Group Europe (ABG)

Apr 2016 R12.1.3 Implementation of GL, FA, CE, AP/IBY, AR/IEX, INV and E-Business Tax at Interoute Italy

Sep 2015 R12.1.3 Intercompany review of GL, CE, AP, AR and PA at Wood Group with Hitachi Consulting

Mar 2015 R12.1.3 Implementation of GL, CE, AP, AR and E-Business Tax at Fibrelite Composites with IT Convergence

Apr 2014 R12.1.3 Implementation of GL, AP, AR/IEX, FA at Macmillan Publishers UK with Hitachi Consulting

Jan 2014 R12.1.3 Reimplementation of GL, AP/IBY, AR/IEX and Tax at North Yorkshire County Council with Inoapps

Jul 2012 R12.1.3 Implementation of GL, FA, AP/IBY, AR, SLA and E-Business Tax at Ceragon with One lup

Sep 2011 R12.1.3 Implementation of GL, FA, AR/IEX, SLA and E-Business Tax at Masternaut with Inoapps

Jan 2011 R12.1.3 Implementation of GL, FA, AP/IBY, AR, SLA and E-Business Tax at Paratus AMC with Inoapps

Oct 2010 R12.1.1 Implementation of Advanced Collections at South Tyneside Council with Oracle UK

May 2010 11i to R12.1.1 Reimplementation of AR, Advanced Collections and Order Management at NHS-SBS with Steria

Nov 2009 R12.1.1 Implementation of GL, FA, AP/IBY/iExpense, AR/Collections, CE and Tax at i3 Group with Inoapps

Oct 2009 R12.0.3 Implementation review of GL, AP, AR, CE and e-Business Tax at Phorm Inc with Inoapps

Aug 2009 R12.0.4 Knowledge development of GL, FA, AP, AR, CE, SLA and E-Business Tax at KentW Limited

Jan 2008 11i AP, FA, Interfaces and Data Migration for an internal Nordic rollout at Capgemini SAS

Oct 2007 11i AR Interface design/build using PL/SQL on Unix at Copenhagen University with Consit

May 2006 11i AP, GL and CE. Implementing AP payments at Department for Work and Pensions with Oracle UK

Aug 2005 11i AR. Implementation of AR at Hellenic Telecommunications Organization/OTE with Accenture Italy

Jan 2005 11i Implementation of GL, FA, AR, AP, PO and CE. Adding a new business at CNA Insurance

Jul 2004 11i, GL, FA, AR, AP and CE implementation in at KCI Medical

May 2004 11i, AR, FA and CE implementation at Arriva

Mar 2004 11i, PA, OTL and AR implementation at Manchester Airport

Nov 2003 11i, AR, CE and custom application integration with AP, PO and PA at Vanco Group

Oct 2003 Discoverer 6i. Sales like-for-like reporting EUL for Oracle Applications at Pilot Clothing

Sep 2003 Discoverer 9i. EUL design on top of an Oracle 9i OLAP database for CRM reporting at WDS Global

Sep 2003 Discoverer 4i. EUL design for reconciling 11i AR to GL at The co-operative Group

Jun 2003 11 to 11i upgrade of GL, AR, AP, FA, PO and CE at Greater Manchester Police

Jan 2003 11i GL implementation at group level at Go-Ahead Group Plc

Dec 2002 Discoverer 4i. EUL design for 11i CE reconciliation to sub-ledgers at The co-operative Group

Jan 2002 11i AR with custom development on top at the Norwegian inland revenue

Aug 2001 11i integration analysis at Commercial General Norwich Union with PricewaterhouseCoopers

Sep 2000 RDBMS 8i Team lead for XML and databases for CRM at Royal Sun & Alliance with PricewaterhouseCoopers

Jan 2000 11i Interface and data conversion lead at GE Fleet Services with PricewaterhouseCoopers

Feb 1999 11 Technical lead for GL implementation at Budapest Bank (a GE company) with PricewaterhouseCoopers

May 1998 11 GL budgeting implementation world-wide at GE Capital with PricewaterhouseCoopers

## Permanent roles with

2004 Consultant with **KentW Limited**. Oracle Applications

2002 Consultant with **Compelsolve/Sysao**. Oracle Applications and Oracle Discoverer

2002 Independent Contractor. Oracle Applications

1998 Principal Consultant with **PricewaterhouseCoopers**. Oracle Applications and RDBMS

1997 Consultant Electronics Data Systems (**EDS**) Denmark. Oracle Applications and RDBMS, DBA

1993 Consultant Danish Fur Sales. Oracle ProC and RDBMS, DBA

1993 Independent Contractor. Working with Oracle Applications and development

1989 Consultant with **Oracle** Denmark. Oracle Applications, RDBMS, DBA and development

1986 Consultant with **Tektronix**. Working with Unix, Unix administration and RAD tools

## Detailed Project Experience

### Project experience with KentW Limited

**Customer** Avis Budget Group Europe (ABG)

**Project** R12.1.3 Implementation of GL, CE, AR/IEX and E-Business Tax for ABG Scandinavia

**Time/Location** September 2017 - March 2020 in Bracknell UK, Budapest HU, Copenhagen DK

**Role** Finance lead consultant

**Details** ABG is a multinational vehicle rental and leasing company.

ABG acquired the Scandinavian franchise comprising of Denmark, Sweden and Norway and wished to migrate the legacy systems in a local data centre onto the ABG corporate Oracle R12.1.3 instance and wider IT infrastructure.

As finance lead my first task was to assess the overall system structure and in a very short time understand the functional constraints and the system interactions. Working closely with the program manager I recommended the project to become a two-phased project to control scope/risk and decouple systems and processes into manageable entities.

First phase linked the ABG Oracle instance with the multinational rental processing system and the second phase would lift and shift the legacy front-end systems onto the corporate IT infrastructure.

First phase would still be complex due to three Oracle rollouts with several interfaces, plus the build of a major custom pre-processing system for automatic and manual processing of the feed from the mainframe rental system.

I delivered complex system diagrams; functional overviews and ensured the project plan matched the workorder at hand. Once phase one started, I validated and guided Accenture solutions and deliverables to ensure the functionality and quality of the system would meet the requirements of ABG. I had a significant input into the data migration strategy, functional designs and Oracle configuration documents. I made accounting flow diagrams and built systems to validate the correctness of the configuration made by Accenture,

**Customer** Interoute

**Project** R12.1.3 Implementation of GL, FA, CE, AP/IBY, PO, AR/IEX, INV and E-Business Tax for Italy

**Time/Location** April 2016 - April 2017 in Nottingham UK and Rome Italy

**Role** Finance and localisations consultant

**Details** Interoute is a global telco and communications services business, where Italy is one of its largest markets.

This implementation was a rollout to Italy including full Italian localisations.

To manage the project and scope, I made several key documents like interface and data migration strategy, cut-over strategy, test strategy and other more detailed documents.

Main Italian localisations were Libro Giornale with GL reporting sequences; AP/AR sequence numbering and date rules; Polivalente reporting; multiple VAT registers and modello IVA. I made several user procedures to ensure compliance, correct use and management of the localisations.

The Italian localisations are highly complex and required extensive patching and debugging alongside Oracle development where I pinpointed and resolved several issues for Oracle development to ensure fast patch turnaround. I also designed and built a GL year-end journals package in PL/SQL supporting multicurrency as the standard R12 functionality does not fully support this.

I managed the complete core financials data migration for GL management and statutory ledgers; FA assets; AP suppliers and invoices; PO purchase orders, AR customers, invoices and deferred revenue; and INV serial numbers and on-hand quantities.

I also built part of the data migration, where AP invoices, INV serial numbers and primary GL ledger was built in PL/SQL. GL secondary ledger and FA assets was built using WebADI/Excel. The FA migration was very complex due to 30k assets in Excel. Multiple validations and transformations was required and average file sizes exceeded 100Mb.

As part of the implementation I had to obtain a deep understanding of the in-house custom systems for billing and rating; inventory to fixed assets tracking; and inventory intercompany billing. These systems were either directly or indirectly impacted by the implementations and had to be managed accordingly.

**Customer** Wood Group with Hitachi Consulting

**Project** Intercompany process and configuration review

**Time/Location** September 2015 - December 2015 in Aberdeen UK

**Role** Finance consultant and work pack manager

**Details** Wood Group, as part of a major upgrade and rollout, needed to review current intercompany process to ensure these are fit for purpose short and near term.

I managed my own sub-project including weekly management updates and alignment with stakeholders. I also coordinated with other work pack project managers to ensure inter-project alignment.

The analysis was in three phases organised as a business analysis project: “as-is” business process; “to-be” business process and finally deployment. All to be completed within 3 months.

The “as-is” phase included review of company and legal entity structure and well as E-Business Suite configuration, which was highly customized especially in the Oracle Projects area where both client extensions and SQL based AutoAccounting were used.

The “to-be” phase included requirements analysis and high-level solutions split into quick-wins and scenarios.

Quick-wins was solutions that could be deployed in less than a month as part of the deployment phase. Scenarios was solutions that would be larger projects in need of additional business case before deployment.

Quick-wins identified included corrections to Oracle Projects AutoAccounting and corrections of tax handling in a customisation creating AP invoices.

Scenarios identified included how to deploy Legal Entity Management (LEM) and the use of Multilateral Clearing Company (MLC). Other scenarios included how to reduce customisations and how to improve intercompany reconciliation to reduce the month-end closing cycle.

The deployment phase successfully fixed the most urgent issues where I suggested both procedure and code changes, which was handed over to the business system team for final deployment to the production environment.

Customer	FibreLite Composites Ltd, an OPW company part of Dover group with IT Convergence
Project	R12.1.3 Implementation of GL, CE, AP, AR and E-Business Tax
Time/Location	March 2015 - June 2015 in Skipton UK
Role	Finance lead consultant
Details	<p>The project was a rollout but with many full implementation elements as the blue-print was mainly built in the US. The project also included a full procurement and SCM solution, which added complexity to the finance stream. The system integrator was IT Convergence, which ensured alignment with other on-going parallel implementations in same group of companies.</p> <p>I joined the project at the CRP-stage and brought this through to go-live on time and to expected quality. In less than three months, we went from a draft CRP setup to a full-fledged production setup including customisations and data conversions. This also included hand-over, user training and user acceptance test. Customisations and some data conversions was built with the help of the IT Convergence offshore team. I produced specifications and coordinated the deployment with the offshore team to ensure time and quality was met. Customer and supplier conversions was built by me using large spreadsheets and uploaded using More4Apps sheets.</p>

Customer	Macmillan Publishers, NPG UK Ltd and NPG Japan KK with Hitachi Consulting UK
Project	R12.1.3 Japan roll-out/implementation of GL, AP, AR/IEEX, FA and E-Business Tax
Time/Location	April 2014 - January 2015 in London/Basingstoke UK and Tokyo JP
Role	AR/Collections lead consultant and consultant on GL/AP/FA/Ebtax
Details	<p>The project was a roll-out to Japan on an existing instance holding both UK and US based ledgers. Compared to UK and US Japan volumes were small but the business model more complex.</p> <p>During first phase, my role was business analyst, across all modules with focus on gap analysis for Japan. The standard Oracle solution for Japanese consumption tax is highly intrusive and complex and not suitable for a rollout. My solution was to use E-Business Tax with a minor customization for AR to cater for CT on deferred revenue. Another main gap was the use of Japanese character sets. A suitable solution was deployed for invoicing and XML Publisher, using a mix of MLS and hard-coding.</p> <p>During second phase my role was AR lead as most of the complexity was in this business area. The Japanese requirements was mainly met by using a combination of transaction types and memo lines with personalisations. The transaction types supported the complex business models for Japan.</p> <p>I designed solutions for several Japanese requirements including customisations where I made the functional designs and managed the development and deployment of these.</p> <p>Later I also got involved with GL with AGIS and mass allocations for the purpose of intercompany recharges, where AGIS provided the intercompany transfers and mass allocations performed the business model calculations. The AGIS solution was highly customised and needed extensive SQL debugging. The mass allocation volumes were high, with excess of 1000 lines to be data loaded.</p>

Customer	North Yorkshire County Council with Inoapps
Project	11i to R12.1.3 public sector financials reimplementation and PO implementation

Time/Location	January 2014 - March 2014 in Northallerton UK
Role	GL and EBtax lead consultant and consultant for AP and AR
Details	<p>This phase of the project is a reimplementation of GL; AP; AR, Advanced Collections and Oracle Public Sector Financials (OPSF) from 11i into R12.1.3.</p> <p>My role was to bring the implementation through the first phase by conducting workshops and producing process designs to ensure a controlled change and fixed transition scope for later phases.</p> <p>Workshops and documents I delivered covered Business Structure (architecture); GL (Budgets, Closing, OPSF), AP (Invoices to Payments, OPSF), AR (OPSF) spread across nine AIM BP080 documents.</p> <p>One significant outcome was that some OPSF functionality was moved to vanilla R12 solutions for improved efficiency and supportability.</p> <p>The work also included extensive redesign of the chart of accounts, ensuring a better budgeting structure and improved government reporting. This included a significant reduction in number of cost centres and better utilisation of the overall chart of accounts structure.</p>
Customer	Ceragon (Telco and networking) with One1up (systems integrator)
Project	R12.1.3 Implementation
Time/Location	July 2012 - October 2013 in Bergen, Norway and Tel Aviv, Israel
Role	Implementation GL lead and Norway/EU localisation lead for full footprint
Details	<p>The implementation footprint included finance, supply chain, service, procurement and projects.</p> <p>GL lead role included defining the legal structures; ledgers and operating units for Israel, Norway, India and US. Each country had multiple reporting ledgers for both management and statutory purposes. The GL was setup with encumbrance accounting and budgetary control using both advisory and absolute controls.</p> <p>The localisation role covered core finance setup of the Norwegian operating unit plus validation of legal reporting and tax requirements for both Norway and EU as the Norwegian entity had a registered office in Slovakia. The ebtax setup and reporting included both Norwegian and Slovakian VAT and ESL.</p> <p>The large footprint presented a significant level of complexity in providing correct tax from subledger transactions, which included being involved in the design of non-finance modules like inventory; purchasing and order management to ensure sufficient data to the ebtax engine.</p> <p>Ceragon is a worldwide system integrator of Telco wireless backbone networking equipment for both short- and long-haul data transfer. Equipment is sourced from own manufacturing or from worldwide suppliers utilising both drop-shipment with complex inventory structures.</p>
Customer	Masternaut (location tracking services) with Inoapps (systems integrator)
Project	R12.1.3 Implementation
Time/Location	September 2011 - March 2012 in Leeds UK with rollout to France, Germany and Sweden
Role	Consultant and finance lead on GL; FA; AR; SLA; E-Business Tax
Details	<p>In addition to being responsible for implementing the above modules - I also provided the application architecture; interface strategy and data migration strategy. Other consultants implemented PO; AP/Payments and Cash Management.</p> <p>Masternaut is a provider of high-tech vehicle tracking systems throughout Europe with head office in the UK and subsidiaries in France; Germany and Sweden amongst others totalling 10+ companies.</p> <p>Oracle Business Accelerator (OBA) was used as implementation method to shorten the requirements phase and to provide a quick basic setup for UK. AIM methodology was used for final UK setup and the rollout to France; Germany and Sweden.</p> <p>UK: multiple ledgers supporting simultaneous GBP and EUR reporting. UK VAT setup.</p> <p>France: multiple ledgers in EUR supporting both management and statutory reporting for Plan Comptable. French VAT - TVA setup.</p> <p>Sweden: multiple ledgers supporting simultaneous SEK and EUR reporting. Swedish VAT - MOMS setup.</p> <p>Germany: Single EUR ledger with German VAT - MWS setup.</p> <p>Global: Single global management chart of accounts supporting complex allocations; consolidations; eliminations and reporting. Consolidation included cross ledger reporting using the management chart of accounts.</p> <p>Customisations: Specified two interfaces using MD50 documents: An AR invoice interface and a AR receipt interface.</p>
Customer	Paratus AMC (financial services) with Inoapps (systems integrator)
Project	R12.1.3 Implementation
Time/Location	January 2011 - June 2011 in Bracknell UK

Role	Consultant and finance lead on GL; FA; AP/IBY; AR; SLA; ZX (E-Business Tax) and part INV
Details	<p>In addition to being responsible for implementing the above modules - I also provided the application architecture; interface strategy and data migration/retention strategy. Other consultants implemented PO; CE and Treasury which added complexity to the overall solution and architecture.</p> <p>The customer is a financial services business specialising in asset backed securities including managing the borrowers in its own call centre.</p> <p>The purpose of the project is to separate the customer from the parent company including migrating data from an US based Peoplesoft installation and redirecting interfaces from a retail mortgage system.</p> <p>Oracle Business Accelerator (OBA) was used as implementation method to shorten the requirements phase and to provide a basic setup for CRP workshops and testing. Parts of the AIM methodology were used to cover where the scope was beyond the OBA methodology.</p> <p>Setup included 3 ledgers; 2 operating units and 29 legal entities. The implementation provided financial service specific solutions like VAT reporting for partial exempt business and the ability to automate the consolidation of mortgage securitisations.</p> <p>The invoices and payments for securitisations was catered for by allowing for payments across multiple legal entities within one operating unit (OU) - avoiding creating 20+ operating units and keeping maintenance to a minimum. The SLA was customised for AP;AR and FA.</p>
Customer	South Tyneside Council with Oracle UK (systems integrator)
Project	R12.1.1 Implementation
Time/Location	October 2010 - December 2010 in South Tyneside UK
Role	Consultant on IEX (Advanced Collections)
Details	<p>The implementation enables the council to manage delinquencies in accordance to the wide ranging requirements needed in public services. This includes vulnerable clients; private businesses; individuals and public debtors, all prioritised based on type of customer, type of debt and amount due.</p> <p>The debt management includes separate strategies for pre-delinquency, delinquency and later stage delinquency - allowing for diverse handling of debt across the collections lifecycle.</p> <p>The implementation was carried out in parallel with a large scale implementation under a completely separately planned timescale utilising rapid prototyping and fast production of baselined configuration and documentation.</p> <p>The implementation comprises 6 custom scoring components, 2 scoring engines, 8 strategies, 2 custom views and 4 custom template queries to support numerous letters with custom user-defined data fields.</p> <p>The configuration and SQL coding was all done by me and was highly accelerated due to my hybrid skills enabling rapid prototyping and issue resolution without the need for a separate technical developer.</p>
Customer	NHS Shared Business Services (NHS-SBS) and Steria (systems integrator)
Project	11i to R12.1.1 Reimplementation
Time/Location	May 2010 - July 2010 in Leeds UK
Role	Consultant on AR/IEX (Receivables and Advanced Collections) and partly ONT (Order Management)
Details	<p>The implementation supports the NHS-SBS shared service centre (SSC) and 100+ health organisations (trusts).</p> <p>The trusts are organised in individual operating units for data separation whilst the SSC operates across all operating units.</p> <p>My role covered:</p> <ul style="list-style-type: none"> <li>• Order Management - ONT</li> <li>• Receivables - AR</li> <li>• Advanced Collections - IEX</li> <li>• Territory Management – JTY</li> </ul> <p>With main focus on AR and IEX with JTY as no major changes were made to ONT but had to be included in tests.</p> <p>Multiple Organizations Access Control (MOAC) security was used to optimise IEX and JTY for shared service centre use.</p> <p>Delinquency scoring was customised to fully support the shared service centre and the complex customer category structure ranging from individuals and private companies to various types of trusts.</p> <p>Collections assignments using JTY was implemented with the use of customer categories and customer name ranges being assigned to groups of collectors.</p> <p>The Universal Work Queue was optimised for use with back-office operations to ensure rapid attention to high volume delinquency management.</p>

External correspondence was customised using XML Publisher with non-standard translation using XSL-TEXT with complex template queries to support a remote high volume text based print and letter management system.

The complex scoring components and engines was created as a combination of configuration and multiple customisations with close change control between them including one BR100 and three MD50's.

Other customisations included the customer entry screen and inter-trust invoicing.

Customer i3 Group (networking services) and Inoapps (systems integrator)  
Project R12.1.1 Implementation in a communications business  
Time/Location November 2009 - March 2010 in Manchester UK  
Role Consultant responsible for GL, AP, FA, AR, IBY, CE, ZX, XLA, OIE  
Details R12.1.1 implementation of Finance, Project, CRM, SCM where my role covered Finance:

- General Ledger - GL
- Payables - AP
- Payments - IBY
- Assets - FA
- Receivables - AR
- Advanced Collections - IEX
- Cash Management - CE
- E-Business Tax - ZX
- Subledger Accounting - XLA
- iExpense - OIE

The implementation included 11 UK based companies providing engineering, services, production and sales both in the UK and abroad.

Short implementation time was achieved by utilising Oracle Business Accelerator in the early phases of the project and later the businesses adaptation of the built-in best practices in the Oracle e-Business Suite.

E-business Tax received significant configuration for multiple jurisdictions and various business scenarios.

Due to limitations in the Oracle Business Accelerator this was still a highly complex project with custom solutions regarding multiple companies; legal entities and multicurrency.

Customer Phorm (marketing services) and Inoapps (systems integrator)  
Project R12.0.3 Implementation Review  
Time/Location October 2009 in London UK  
Role Consultant responsible for GL, AP, AR, IBY, CE, ZX, XLA  
Details Review of an existing implementation to provide documentation and recommendations for consolidation and country rollout approach.  
Amongst findings and recommendation was to restructure the company segment structure to accommodate future country rollout into a multi level consolidation and elimination hierarchy.  
Country rollout could be achieved by a multi level engagement structure

Customer Internal Project  
Project R12.0.4 GL, AP, AR, FA, IEX, CE, ZX, JE, IBY, XLA, HZ, XDO knowledge building  
Time/Location August 2009 - September 2009 in York  
Role Consultant  
Details Project objective is to extend my knowledge on R12.0.4 by analysing the latest user and setup changes and describe these on <http://ltd.kentw.com>.

To facilitate the project and to test user experience including any technical issues - I installed the following:

- Oracle Enterprise Linux - OEL 5.3
  - Oracle R12 Vision - R12.0.4
  - Java JRE 1.5.0.13 (for R12 in Firefox)
  - Virtualbox 3.0.4 (for Windows 7)
- Windows 7 RC running in Virtualbox
  - Java JRE 1.5.0.13 (for R12 in IE8)
  - Java JDK 1.6.0.14 (for SQL Developer)
  - SQL Developer 1.5.4

All user experience testing is performed in Internet Explorer 8 and documented using Windows Live Writer.

Customer	Capgemini Service SAS (systems integrator)
Project	OA 11i AP, AR, GL, FA, CE and PA Nordic rollout - part of a global rollout
Time/Location	January 2008 - April 2009 in Denmark, Sweden and France
Role	Functional Consultant for AP and FA. Interfaces and Data Migration strategy
Details	<p>The project was a world wide rollout of core Financials including Project Accounting for Capgemini.</p> <p>The Nordic part of the rollout included Denmark, Norway, Sweden and Finland where Sweden included Sogeti and a holding company. All the companies was implemented as fully individual organisations and legal entities. Part of the Nordic business processes was outsourced to Capgemini Poland as business process outsourcing.</p> <p>I was part of the local rollout team which was managed by the core team in Paris where my team had to leverage head office demands with the local legal requirements and local business processes split across Nordics and Poland.</p> <p>My role was to implement the AP and FA modules under the above constraints and to apply my knowledge of standard Oracle interfaces with the requirements of the local and global aspects of the implementation.</p> <p>I was also managing the early stage of Interfaces and Data Migration to kick-start the strategy and design which essentially defined the as-is and first cut to-be system landscape and interface approach.</p> <p>Due to global management accounting requirements the core system had been customized both within the modules and in new interfaces as well. Especially the autoaccounting was heavily customised which severely impacted both AP and FA accounting workflows. My PA and workflow knowledge came in handy here when debugging was needed.</p> <p>The global aspect also added to the complexity of security rules, descriptive flexfields and forms personalisation where I provided a number of solutions. The amount and complexity of data also called for extensive use of Dataloader in conjunction with Excel to cater for the global and local business rules.</p>
Customer	Department for Work and Pensions (DWP) / Oracle UK (contract to)
Project	OA 11i AP, GL and CE. Implementing high volume AP payments
Time/Location	May 2006 - June 2007 in Blackpool UK
Role	Functional Consultant AP/GL/CE and Functional Lead for Make Payments (Invoice to Payment)
Details	<p>This was a high profile public project which provided DWP with a high volume payments engine for pensions and benefits with payments averaging at 3 million per day and peaking at 15 million on a single day.</p> <p>My initial role was to produce functional specifications for customisation's integrating with Oracle AP, CE and GL for the Proof of Concept (PoC) phase. The PoC phase would show that the basic Oracle AP payment engine with some customisation could cope with the high volumes. My main deliverables during this phase was to produce the specifications for a GL Journal interface and a message based interface enabling the department to deliver payment instructions via XML.</p> <p>Later I was involved in the requirements gathering and review phase from the Oracle design point of view. I was also involved in some requirements analysis including UML, data flow diagrams and data modelling. These proved to be valuable tools for verifying the initial design leading to the Final Design phase.</p> <p>During the requirements phase I achieved good insight into a wide area of the overall system and this enabled me to become functional lead for Make Payments during Final Design. Make Payments is the process ranging from Invoice Batch over Payment Batch to delivering the payment. Payments include cheque's, payable orders, BACS and message based Faster Payment Service (IPL/VOCA payments).</p> <p>The functional lead is responsible for the high level system design, functional design, configuration and all functional specifications for the area. For Make Payments this included more than 15 functional specifications where some of these specifications included multiple interfaces.</p> <p>I successfully delivered the Make Payments design and had multiple concurrent functional authors to deliver most of the functional specifications subject to my coaching and review process.</p>
Customer	OTE (main telecom's company of Greece) / Accenture Italy
Project	OA 11i AR. Implementing AR for a major telecom's provider
Time/Location	August 2005 - March 2006 in Greece
Role	Functional Consultant - Financials: AR, TCA and PL/SQL 9i
Details	<p>My role on this project was to provide Accenture with AR/TCA expertise - to ensure the AR/TCA part of the project would successfully integrate with the overall solution.</p> <p>OTE wanted to replace their old residential consolidated billing system with a modern combination of Convergys Geneva and Oracle Receivables. Geneva is the customer and convergence billing front-end application and Receivables is the collections and back-office application feeding Oracle General Ledger (GL) through the Global Accounting Engine (AX).</p>



This was a high volume multiple channel implementation where I was responsible for the Receivables part of the architecture design, functional configuration and interfaces. This involved knowing and mapping the functional abilities of Geneva to Receivables from transaction level to accounting.

The implementation required complex configuration to support the required functionality and accounting including support for special Greek VAT reporting and special telecom's transactions like corrections and billing embedment's.

I also designed and built a TCA customer model for OTE residential customers and implemented this to successfully work with Receivables, Advanced Collections and CRM eBusiness centre.

Some volumes: 6 mill customers, 36 mill bills/year and same amount of payments.

Due to the high level of integration between the Geneva and Receivables a number of interfaces is required. I have trained a team of junior Accenture consultants to design and code interfaces using PL/SQL under my supervision. The interfaces used is: AutoInvoice, Lockbox, Receipt API and TCA API. The API based interfaces is very complex near real-time interfaces.

Custom reports were specified and sent to an offshore development centre in India to be coded in Oracle Reports. I designed the reports to fully support NLS and MLS using translatable report headings based on Object Library message APIs. This enabled the reports to be built offshore and translated locally in Greece by non-technical people.

Customer	CNA Insurance - Europe
Project	Adding a business to an existing installation and rollout of PO
Time/Location	January 2005 - July 2005 in Norwich UK
Role	Functional Consultant - Financials: GL, FA, AP, AR, CE and PO
Details	<p>CNA have already got Oracle Financials but needed to add AR functionality and expand the overall deployment.</p> <p>To successfully add the new businesses AR had to be implemented. In order to do this the businesses to be added was analysed and suitable application designs was decided upon. Main deliverables was business requirements, application design and final configuration including delta configuration of existing modules. It was possible to add the businesses onto the existing organisation using the full abilities of AR AutoAccounting.</p> <p>Invoice preview was added using the Bill Presentment Architecture (BPA).</p> <p>Invoicing and Statements was produced without customisation by using XML Publisher and XSLT commands where my prior experience during an earlier Royal Sun &amp; Alliance project came in handy. The potential of XML Publisher is huge and can provide customised reports from most Oracle Reports and FSG based reports without the use of technical development resources - shifting the focus towards the functional solution.</p> <p>Impact on other modules was minor due to the shared services solution CNA operates in Norwich servicing operations in London and throughout Europe.</p> <p>PO rollout was mainly to map and configure the use of inventory items from PO over AP to generate correct expense to FA categories for capitalised or tracked expense items. Part of this solution I developed a custom workflow package to manage the population of mass additions.</p> <p>FA was also prepared to handle assets by department for decentralised asset maintenance and physical inventory.</p> <p>During the implementation - production support duties plus upgrading 11i.8 to 11i.10 and other minor projects was carried out.</p> <p>Solved several problems in the existing implementation improving the business process of PO, AP and FA. Carried out P2P workshops and process analysis to resolve business process issues. Also created user guides and Excel based intelligent forms for core data maintenance.</p>

Customer	KCI Medical - medical services, manufacturing and sales
Project	Implementation of Financials, SCM and CRM
Time/Location	July 2004 - December 2004 in UK
Role	Functional Consultant - Financials: GL, FA, AP, AR and CE
Details	<p>The project is a major rollout of Financials, SCM and CRM throughout Europe with consolidation and MRC reporting. The purpose of this phase is to build conference room pilots (CRP), design customisation's, interfaces and data migration and create a blueprint for the initial implementation in UK and Germany including consolidation to a parent company.</p> <p>My main objective was to configure and manage the data migration for the Financials modules.</p> <p>This included rigorous planning, change management and control and working close together with the project manager. I was directly responsible for handling the functional documentation and control also including SCM and CRM and assist in the instance planning cycle to ensure a successful cut to live. I also introduced</p>

methods for testing and change/configuration deployment including the use of a test management tool - Elementool.

I designed the customer model functionally and technically - fully utilising the TCA data model and created a successful business to functional mapping for use in the health care sector. The design included the use in AR, OM and CRM modules including Sales and Service-requests where I ensured the design was consistent wherever used.

Did the data migration functional design and build using SQL, ADI, Toad, MS Excel, DataLoader and MS Access. I verified and tested load programs made by the technical team. I also used MS Access as a rapid development environment for data cleansing and validation prior to loading the data into the Oracle database. This proved to be a huge time and cost saver where feedback could be provided to the users without loading data into Oracle. MS Excel was used with DataLoader to provide complex mapping tables and fast reconciliation.

On the database side I designed SQL and PL/SQL scripts and small PL/SQL packages to provide data fixes and to verify data quality and reconciliation.

## **Project experience with Compelsolve/Sysao**

Customer Manchester Airport  
Project Implementation of Oracle Financials  
Time/Location March 2004 - July 2004 in Manchester UK  
Role Functional Consultant: PA, OTL and AR  
Details Responsible for implementing AR, PA and OTL. This is a medium complexity project to go live within 4 months. Main focus for me was on PA and OTL. Did initial AR setup and workshops until did area was taken over by another resource.  
Special to this project is the use of the PA functionality: Borrowed and Lent intercompany transactions.

Customer Arriva  
Project Implementation of Oracle Financials  
Time/Location May 2004 - June 2004 in Derby UK  
Role Functional Consultant: AR, FA and CE  
Details Responsible for implementing AR, FA and CE. This is a medium complexity project to go live within 3 months. The FA system will interface with the standard transport solution Spear.  
My role was primarily in the initial stages of developing a blueprint for rollout to a number of regions.

Customer Vanco - a virtual network provider  
Project Implementation of Oracle Financials  
Time/Location November 2003 - March 2004 in London UK  
Role Functional Consultant  
Details I implemented AR, CE and did the functional design of a custom application. The company is multinational and multicurrency. The custom application has integration points with AR, AP, PO and PA. The custom application is able to generate purchase orders, revenue and billing events. The application also provide AP invoice matching by comparing invoices with purchase orders before they enter the AP invoice interface.

Customer Pilot - Clothing manufacturing and retail  
Project Oracle Discoverer 6i sales reporting system based on Oracle GL  
Time/Location October 2003 - Winchester UK  
Role Developer  
Details The End-user layer is complex due to day-by-day reporting on high volume journal data with additional complexity for Like-For-Like reporting ensuring that current data can be compared to historic data even when shops are opening and closing within the reporting period.

Customer Wireless Data Systems - Telecoms support and accounting services  
Project Oracle Discoverer 9i OLAP reporting system  
Time/Location September 2003 in Poole UK  
Role Developer  
Details Complex End-User layer for reporting on CRM statistics. The CRM data is located on a custom OLAP database and the End-user layer had to be designed using various OLAP functions to ensure proper analytical results.

Customer The co-operative Group - Retail sales and banking

Project Oracle Discoverer 4i reconciliation reporting system  
Time/Location September 2003 in Manchester UK  
Role Developer  
Details End user layer for GL reconciliation to AR and AP subledgers. Designed an End-user layer that analyses all GL transactions via the internal drill-down data from the subledgers.

Customer Greater Manchester Police  
Project Upgrade 11 to 11i  
Time/Location June 2003 - September 2003 in Manchester UK  
Role Upgrade, Training and Testing Consultant  
Details User and super user training in: GL, AR, AP, FA and CE.  
Providing gap analysis for the upgrade on modules: GL, AR, AP, and CE.

Customer GoAhead Group - Train and Bus transport company  
Project Head Office GL implementation  
Time/Location January 2003 - June 2003 in Newcastle UK  
Role Lead Consultant for GL  
Details Implementation of Oracle 11i GL and Oracle OFA for head office consolidation and budgeting.  
I was full responsible for the GL implementation including reporting, budgeting, consolidation and intercompany. Worked closely together with the OFA team to provide a seamless integration in a complex environment.

Customer Co-Operative Group  
Project Oracle Discoverer 4i cash management reporting system  
Time/Location December 2002 in Manchester UK  
Role Developer  
Details Complex End-User layer for reporting for cash management (CE) and reconciliation from AR, AP and GL.

### **Project Experience as independent Contractor**

Customer Norwegian Inland Revenue  
Project Designing AR and GL integration strategy  
Time/Location January 2002 - March 2002 in Norway  
Role Consultant  
Details The Norwegian Inland Revenue wanted to use Oracle 11i - AR and GL for tracking tax and returns. The system would have a bespoke front-end and would have a business critical interface with Oracle 11i.

### **Project Experience with PricewaterhouseCoopers in London**

Customer Commercial General Norwich Union (CGNU)  
Project Oracle Migration  
Time/Location August 2001 - September 2001 in York UK  
Role Consultant  
Details A post merger migration project in order to consolidate the financial systems into Oracle Applications. The project was complex due to a high number of feeding and payment systems, which would cause interface and reconciliation issues during the migration.  
The analysis phase would have to mitigate for the above constraints and improve the current business processes and any future mergers.

Customer Royal Sun & Alliance (RSA)  
Project Evita 9B design and build  
Time/Location September 2000 to July 2001 in Horsham UK  
Role Team leader for XML, database design and database management  
Details CRM project using Vectus for the application and IBM MQSI for back-end data integration.  
The Vectus application uses an Oracle database and the MQSI database is DB2/UDB.  
I was data team leader responsible for a team of 5FTE's doing design of the logical data model, business data definitions and XML data definitions for data integration and physical data models for Vectus, MQSI and the XML data structures. All data structures were documented using System Architect with additional MS Access databases for reporting and maintenance.

The Vectus product is a framework product with some core tables and the ability to add bespoke tables. The number of bespoke tables is 180 making this a medium size system. The Vectus application will support 2000 retail insurance users making this a fairly high transactional database.

The data integration database is 20 tables supporting data mapping, data transformation and routing.

The XML data and data structures is handled as data models with an additional MS Access database for reporting and generation of XML examples and DTD documents for validation of test messages. In addition to this MS Access was used to generate XML examples and DTD validation files.

Customer	GE Fleet Services (GECFS)
Project	Global Design
Time/Location	January 2000 to July 2000 in Belgium
Role	Interface and data migration strategy and design
Details	<p>An Oracle Applications rollout project using GL, FA, AP and AR. The target countries were Belgium/Luxembourg, Netherlands, Spain, Portugal, Italy, Switzerland, Germany, France, UK, Sweden, Norway and Finland. Headquarters was in Belgium where process development took place. Interface and data migration development was done in Manchester.</p> <p>I was fully responsible for Interface, data management and test strategy including archiving and data retaining management. I was co-responsible for the Application architecture including issues Euro, pan European compliance, US GAAP, multiple reporting currencies, multiorg and Global Accounting Engine.</p> <p>The interfaces were point-point using multiple development teams depending on the legacy system.</p>

### **Project Experience with Pricewaterhouse in Denmark**

Customer	GE Capital Global Consumer Finance (GCF)
Project	Hungary Implementation
Time/Location	February 1999 to November 1999 in Hungary
Role	Team leader for interfaces and technical lead for data migration
Details	<p>This project was part of the global roll out of Oracle Financials and process improvement within the Global Consumer Finance group of GE Capital to facilitate the integration of businesses within the GE Capital group. The project was at Budapest Bank, Hungary the first full service retail bank within the group to have Oracle Financials implemented.</p> <p>Responsibility for the process of scoping, analysis, design and testing and implementation of interfaces and infrastructure components.</p> <p>Responsible for the interface and infrastructure work streams on the project. This involved responsibility for the process of analysis, design and testing and implementation of interfaces and infrastructure components.</p> <p>Provide functional based input to the design of interfaces to support the process improvement.</p> <p>Interfacing includes extraction programs, data transfer using Connect:Direct, Windows NT data parking lot, mapping programs, Oracle GL journal import and reconciliation.</p> <p>Assistance in the conversion of data for the data conversion work stream.</p> <p>Lead a team of 5 FTE's (client staff) to support the delivery of the various components and managed several subcontracting teams responsible for delivering services including programming and data centre services.</p> <p>The project achieved significant improvements in controllership and closing time. Reduced functional and systems maintenance. Enabled the bank to do significant organisational consolidation and utilisation of shared services centre.</p>

Customer	GE Capital Global Consumer Finance (GCF)
Project	Site assessments
Time/Location	September 1998 to December 1998 in Czech Republic, France and Hungary
Role	Technical Lead
Details	<p>Did site assessments in Czech Republic, France and Hungary in order to provide deployment management with information about the readiness for implementation in each country. The assessment ensures that management; finance, system and technical gaps are identified and addressed before the implementation team goes on-site. The assessment also was a pre-implementation strategy including system strategy, project organisation and resources. Each assessment had duration of two to three weeks.</p> <p>Responsible for executive, infrastructure, interface and data conversion assessment. Primarily worked with CEO, CFO and IT management.</p> <p>The site assessment provided both the project deployment management and the local management with important information on the current state of the business and the readiness for implementation.</p>

Customer	GE Capital Global Consumer Finance (GCF)
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Project Budgeting implementation and Technical assistance  
Time/Location May 1998 to September 1998 in Norway  
Role Functional and technical lead  
Details Implementation of budgeting in Norway and managing the rollout in Scandinavia, USA and UK. The implementation included amendment to existing Excel models, Oracle ADI and Oracle OFA budget upload and design and download of FSG reports.  
Designed the worldwide budgeting consolidation model in order to enable aggregation of budgets from country level to regional and corporate level.  
The complexity where high due to 26 period year.  
Providing technical project support in Norway, including supporting the SmartClient to NCA upgrade from the client side.  
Responsible for Norwegian budgeting implementation and applying a global approach to the budgeting process. Supported and managed budgeting rollout in Sweden, Denmark, UK and USA.  
Responsible for preparing, testing and education around the upgrade.  
The project enabled the business to work with budgets inside Oracle Applications and provided a solid foundation for reporting alongside a controlled method of storage for agreed budgets.

### **Other Project Experience previous employers - Summary**

Customer EDS Denmark  
Time/Location 1998 in Denmark  
Role Consultant and Applications DBA  
Details FLS-ITD 1998: Feasibility study of integration between PO and a Unisys based system.  
FLS-ITD 1998: Prototype implementation of Applications for the web (Oracle Applications self-service applications version 1).  
Superfos Construction 1998: Pre-implementation analysis of implementing Oracle Projects in a tarmac production and layout company.  
Monberg & Thorsen A/S 1997-98: Technical coordinator in system delivery. Ensuring deliverables from subcontractors. Responsible for technical implementation issues. Done full scale (90Gb) installation of Oracle Applications 10.7 with SmartClient in development, test and production environment. Assisted in implementation of Oracle General Ledger, Accounts Payable, Accounts Receivable, Fixed Assets, Cash Management, Project Accounting and Billing.

Customer Copenhagen Fur Sales  
Time/Location 1995-1997 in Denmark  
Role Internal Consultant and coordinator  
Details System Implementation and development: Rewrote and migrated a major statistical data warehouse application, based on Oracle Pro\*C, from DEC/Unix mainframe to Windows NT. I gained an improvement in speed of 10 times.  
Technical coordinator and contract management in Concorde XAL implementation project.  
1995: Consultant in logistics BPR project. Radically changing the supply chain and involved business processes.  
1997: Consultant in production development project involving automation of a manual production line.

Customer Oracle Denmark  
Time/Location 1990-1995 in Denmark  
Role Consultant, DBA, RDBMS internals support, IT coordinator for North Europe  
Details 1989: Technical support. RDBMS internals.  
1990: Project management of custom designed order entry system in Norway, Sweden and Belgium.  
Oracle 1991: Technical implementation of first Oracle Applications installation in Denmark of GL, AR, and RA. First time solutions to set-up, business implementation and reporting issues.  
Burwain Shipholding 1991: Functional and technical interfaces design for Oracle GL.  
AMIKO 1991-95: Project management, functional design, development and implementation of inter faces between PO and consignment stock inventory system. Custom forms and Interface design and development to other IKEA systems.  
Telecom A/S 1992-94: Design and development of AR/RA security features.  
Design and development of reports.  
Implementation support in complex set-up issues regarding accounting structure.

Customer	Tektronix
Time/Location	1986-1989
Role	Consultant
Details	CASE and CAE tools presales and support. Held seminars on Yourdon and Demarco software development methods. Unix workstation internals and database support.