# Curriculum Vitae – Marc Harte

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## Profile

Marc is an experienced project manager, who has worked 23 years at Accenture.

He has led several large systems implementations (e.g. Workday, SAP, JDA, SAS), and worked in various domains (HR, Finance, Risk, O2C).

Besides systems implementations, Marc has also worked on carve-outs, post-merger integration, outsourcing deals and as interim manager.

The past 2 years Marc has led Accenture's Workday practice in the BeNeLux.

Marc is used to work with distributed teams (across Europe, India, US), and has experience in both agile and waterfall methodologies.

Sample experiences:
- Lead for Accenture's BeNeLux Workday practice (~30 people; Oct 2018 – Sep 2020);
- Delivery lead for a global Workday HCM implementation (financial services industry);
- Lead HR IS activities for a carve-out (semi-conductor industry);
- PMO lead for a global SAP implementation program (400+ project FTE; electronics industry);
- Project manager for the implementation of a supply chain planning solution (started with turnaround; electronics company)
- Lead finance and risk activities for a carve-out and subsequent integration in a new bank (financial services industry)
- Interim manager for the finance systems' support team, including turnaround and definition of a new operating model (financial services industry)

Marc's strength lies in bringing structure and direction. He has a positive mindset, focuses on opportunities and creating a one-team atmosphere.

Top strengths: Learner, Analytical, Responsibility, Harmony, Intellection

More information on Marc's experience can be found on the following pages.

## Education

- Delft University of Technology – Master of Science in Aerospace Engineering – 1997

**Skills:**
- Project & Program Management
- Project Planning and Estimating
- Agile & Waterfall
- Systems Integration
- HR domain
- Finance & Risk domain
- Dutch (native)
- English (fluent)

**Hobbies and interests:**
- My wife and 3 children
- Running
- Reading
- Travelling
- Watching football (DHL)

# Work Experience

From April 1997 until December 2020 Marc has worked for Accenture (initially named Andersen Consulting).

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**Company: Accenture**              **Role: Workday lead BNL**          **Period: Oct 18 – Sep 20**

Since September 2018 Marc was the lead for Accenture's BeNeLux Workday practice.
Initially Marc did this job next to his responsibilities as Workday delivery lead at an international bank.

As practice lead Marc was responsible for:
- Daily management of the Workday team in the BeNeLux (~30 people; staffing, recruiting, retention, performance management, great place to work, etc.);
- Sales (origination, responding to RfIs and RfPs, extending existing projects);
- Alignment with Accenture's sales leads in Belgium and The Netherlands;
- Alignment with Workday BeNeLux;
- Oversight of Accenture's Workday projects in Belgium and The Netherlands;
- Reporting to the European Workday practice lead and to the Technology leads in Belgium and The Netherlands.

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**Customer: International Bank**      **Role: Delivery lead**                 **Period: Dec 17 – Aug 19**
The goal of this project was to implement Workday HCM and 7 additional Workday modules in 23 countries for >40.000 employees. This was accomplished in a period of 17 months.
As delivery lead Marc was responsible for the delivery of Accenture's scope (Workday design and configuration, WD integrations, change management, new target operating model) and the overall success of the program.

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**Customer: Tank storage company  Role: Delivery lead**                 **Period: Nov 17 – Jul 18**
As delivery lead Marc was responsible for overall alignment with the customer and ensuring the implementation of Workday Learning would be completed in time and budget.

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**Customer: Media company**               **Role: Onshore lead**                   **Period: Jan 17 – Nov 17**
As onshore lead in The Netherlands, Marc was responsible for the day-to-day management of the outsourced people and activities. This included the initial transfer of the people towards Accenture.

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**Customer: Semi-conductor manufacturer    Role: HR IS project lead    Period: Oct 16 – Feb 17**
As HR IS project lead Marc was responsible for the HR IS part of the carveout of the standard products division. This included defining and aligning the to-be HR IS architecture and defining a plan for the carve-out of the HR IS systems (Workday was the central HR platform).
The carve-out was completed successfully on the given deadline.

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**Customer: Electronics company**     **Role: PMO manager**                    **Period: Feb 16 – Jul 16**
As PMO lead Marc led the 8 strong PMO team of the restarted O2C SAP transformation program (>400 people). The main objective in this first phase was to get proper status reporting in place and set up the remaining PMO processes.

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**Customer: Electronics company**     **Role: Project manager**          **Period: Feb 15 – Nov 15**
As project manager Marc took over the lead for the implementation of a new planning system (Forecast to Plan; JDA). The scope included Demand planning, Sales & Operational planning, Supply Chain planning, Inventory Optimization (IO) and Order promising (OP). After a brief turnaround and restructuring of the team the project went successfully life with the complete scope for the first region (North America).

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**Customer: Electronics company**     **Role: PMO manager**                    **Period: Dec 14 – Jan 15**
As PMO manager Marc was responsible to propose a new set-up for the PMO of the O2C SAP transformation program. This was done as part of a "Reset proposal" that was made on request of the customer. The aim of the proposed set-up was a more predictive way of working, and a more fact-based and transparent way of reporting.

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**Customer: Electronics company**     **Role: PMO advisor**                    **Period: Jul 14 – Nov 14**
As PMO advisor Marc supported the client team in setting up the PMO office and processes for the global SAP transformation program.

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**Customer: Electronics company**     **Role: PMO lead**                  **Period: Feb 14 – Jul 14**
As PMO lead Marc was responsible for setting up the project for the finance process redesign. This included setting up the project mgmt. processes and most importantly the alignment with the overall SAP transformation program, which would take care of the system build and test activities.

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**Customer: Medium-sized bank**     **Role: Project manager**          **Period: Dec 12 – Aug 13**
For the carve out of selected banking activities from one bank and integration in another bank, Marc was responsible for the correct functioning of the finance and risk activities after the integration. The main areas involved meeting the reporting requirements and embedding the payments and cash management activities.

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**Customer: Insurance company**     **Role: Project manager**          **Period: Apr 11 – Aug 12**
As project manager Marc was responsible for the design, build and implementation of a new solution (processes, system) for new market risk calculations. This solution was required for Solvency II.

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**Customer: Insurance company**     **Role: Project manager**          **Period: Oct 10 – Apr 11**
As project lead Marc was responsible for defining a new operating model and domain architecture for a customer data management solution across the various insurance labels. This included alignment with the various labels and staff organizations.

**Customer: Insurance company**      **Role: Interim manager**            **Period: May 09 – Jul 10**

As interim manager, Marc was responsible for increasing customer and personnel satisfaction, while decreasing costs for the finance systems' support team. With improvements in governance, communication and maintenance processes the situation was stabilized.

As a next step, a new target operating model (TOM) and implementation plan were developed. This provided a sound basis to handover to the newly hired line manager.

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**Customer: Medium-sized bank**      **Role: Project mgmt. support**            **Period: Sep 08 – Mar 09**

Marc was responsible for the creation of a new plan for the Core Banking Securities release. This included a high-level timeline, lists of deliverables, substantiated estimates, detailed planning, alignment between all areas (6 systems, integration, testing, infra, legacy), and a project plan.

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**Customer: Medium-sized bank**      **Role: Team lead**            **Period: May 08 – Sep 08**

As team lead Marc was responsible for the design & build team for (1) Core Client & Accounts, (2) Loans & Limits and (3) Payments in the new core banking system (Olympic).

Due to a strategic reorientation the focus of the project was changed to Securities in September 2008.

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**Customer: Insurance company**      **Role: Program manager**            **Period: Mar 07 – Apr 08**

As program manager Marc was responsible for overseeing multiple SAP project initiatives with a total value of 50m€. The goal was to set-up a pan-European Insurance platform with SAP standard solutions and Accenture Business Packaged solutions.

After changes in client leadership and a change in strategy the program was ended in 2008.

Note: one of the projects in scope successfully passed a formal CMMI Level 3 assessment.

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**Customer: Insurance company**      **Role: Project manager**            **Period: Sep 06 – Feb 07**

As project manager Marc was responsible for design, build and implementation of a pension participant administration in SAP CRM.

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**Customer: Retail bank**            **Role: Project manager**            **Period: Jul 05 – Aug 06**

As project lead, Marc was responsible to ensure timely compliance with the new financial services law (Wet Financiële Dienstverlening, Wfd), while preventing negative commercial impact. This involved making changes to sales processes in all channels, changes in commercial materials (brochures, internet site) for all product groups, as well as changes in back-offices.

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**Customer: Wholesale bank**                  **Role: Planning manager**            **Period: Dec 04 – Jun 05**

Marc was asked by the client to support the program management with the planning and monitoring activities during the set-up of a new wholesale branch in Frankfurt.

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**Customer: Wholesale bank**                  **Role: Test manager**                  **Period: May 04 – Dec 04**

As test manage Marc was responsible for the set-up and management of the test activities for the new regional Financial Service Center platform for the international wholesale branches.

**Customer: Wholesale bank**                    **Role: Assistant Test manager**                    **Period: Oct 03 – May 04**

As assistance to the overall test manager, Marc was responsible for organizing and managing functional acceptance tests for the new core banking architecture.

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**Customer: Wholesale bank**                    **Role: Planning & Control mgr.**                    **Period: Dec 02 – Sep 03**

As planning and control lead, Marc was responsible to create a planning to fix the gaps between the global design for the new core banking systems and the specific requirements for the 2 pilot sites.

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**Customer: Bank & ins. company     Role: Release manager**             **Period: Feb 02 – Dec 02**

As Release Manager for the Bank release, Marc had to make sure that all necessary activities for the implementation of the Bank release of the new PeopleSoft general ledger would be completed in time.

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**Customer: Bank & ins. company     Role: Implementation team**                    **Period: Jul 00 – Jan 02**

As member of the Implementation Support Team, Marc was the main contact for several countries that needed to change their delivery to the new PeopleSoft general ledger system. This included alignment sessions, progress monitoring and preparing and conducting tests with the countries.

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**Customer: Bank & ins. company     Role: Data migration designer**        **Period: Apr 00 – Jun 00**

As member of the data migration team, Marc was working on the approach, plan and the design of the conversion of data from the old reporting systems to the new PeopleSoft general ledger system.

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**Customer: Mortgage servicer          Role: Interface team lead**        **Period: May 99 – Mar 00**

As team lead Marc was responsible for design, build and test of the interfaces of a mortgage system which was being modified for the German market. The scope included interfaces with electronic banking software and bookkeeping software.

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**Customer: Insurance back-office     Role: Systems administrator**             **Period: Jun 98 – Apr 99**

As system administrator Marc was responsible for the maintenance of the database and fileservers of the insurance back-office. This included installing software updates, roll-out of new applications. In addition, Marc developed a workflow management application.

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**Customer: Mortgage servicer          Role: Programmer**                    **Period: Aug 97 – May 98**

As programmer Marc was responsible for building modifications in the mortgage system to adapt it to the requirements of a new customer.

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**Customer: Mortgage bank**                    **Role: Programmer**                    **Period: Apr 97 – Aug 97**

As programmer Marc was responsible for making the modifications that were required for the upgrade of the mortgage system from Uniface 5 to Uniface 6.

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