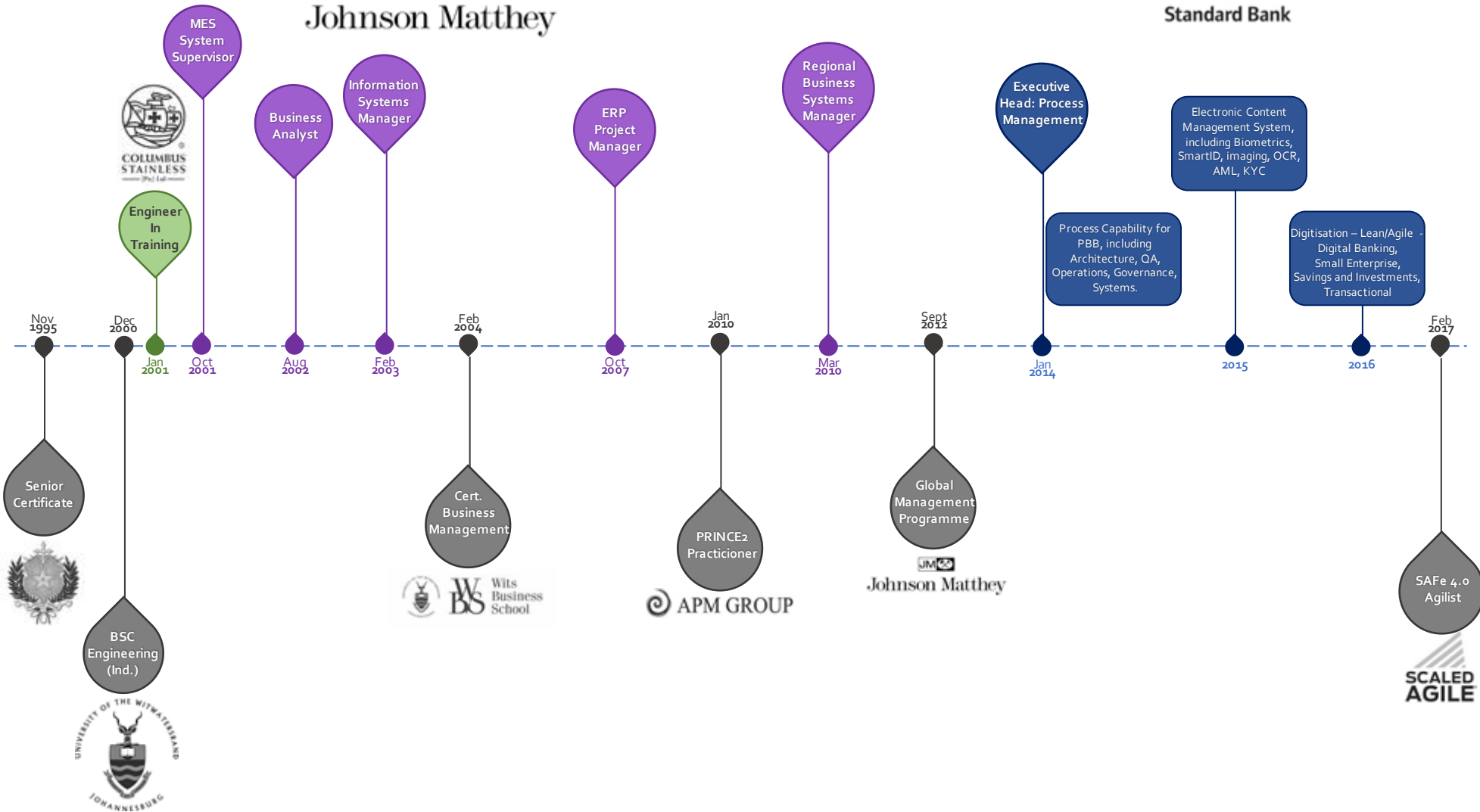




Johnson Matthey



Standard Bank





..... business analyst **ERP Project Manager** **Business Systems Manager** *information systems manager*
INDUSTRIAL ENGINEER Supply Chain Management **Lean Manufacturing** *Operations*
Business Process Management Information Technology



A senior Information and Business Systems Manager with a background and experience in strategic planning and programme management of business systems within both large scale manufacturing and business banking enterprises, which is underpinned by a formal BSc Industrial Engineering degree; Certificate in Principles of Management and PRINCE2 Project Management Certification (Foundation and Practitioner).

My real passion lies in how I integrate Engineering, Process, Lean and Agile with logical, systems thinking to solve real problems - recognizing that value is created when problems are solved in ways which matter to customers.

My experience and way of work is supported by a strong set of skills and competencies, notably my ability to communicate effectively, engage with real purpose, and process information in a structured, logical manner. I rely on my strong analytical skills to gather, analyse and synthesis data which informs my problem-solving approach to serving customer needs.

PROFESSIONAL EXPERIENCE AND SIGNIFICANT ACHIEVEMENTS

Standard Bank is the largest Retail and Business Banking in Southern Africa; the bank has a 151-year history in South Africa and started building a franchise in the rest of Africa in the early 1990s. The bank currently operates in 20 countries on the African continent as well as in other selected emerging markets.

Standard Bank South Africa

Executive Head: Process Management and Governance

January 2014 - current

As **Executive Head of Process Management and Governance**, I drive a mandate to design, manage, control and govern all of the business processes for Personal and Business Banking South Africa. This capability and role is in support of various strategic objectives which require the standardisation, optimisation and automation of processes, and which leads all Lean, Continuous Improvement and Change Programmes for Standard Bank.

In this role I have the following responsibilities:

- Develop, manage and lead a centralised Business Process Management capability to service the Personal and Business Banking operating model
- Lead a team of Process Engineers, Process Analyst and Process Modellers to design, build and improve business processes, aligned with Business and IT architecture, and the metrics being driven across the Value Chains of the business (end to end) · Develop and maintain a strategy for Process Engineering for the bank
- Develop and maintain capabilities to enable various bank transformational changes, including banking digitization, compliance and value chain optimisation
- Serve as an Executive member of Personal and Business Banking ExCo, define and drive the broader strategy to move the bank forward, and provide direction in terms of Process Engineering
- Implement the relevant capabilities, including Change Management, to integrate with Agile methodologies and the VanGuard (Systems Thinking) methodology, to help the bank re-define the System of Work and the System of Change
- Executive sponsorship of the bank Electronic Content Management programme, including the use of biometrics for customer identification, verification, validation and authentication, as well as digitisation of the end-to-end business services

Achievements

- Led the design and build of a Process Engineering capability for PBB, through which all Continuous Improvement projects were managed and controlled, with a total staff compliment in excess of 350 employees, inclusive of managing both the capability budget and Income Sheet
- Led and Delivered the Electronic Content Management programme for Personal Banking, inclusive of the services for Fingerprint Biometrics, electronic Signature and electronic document management, managing a programme budget of R549m, and a total benefits realisation of more than R1.2b
- Established and led multiple proof of concept teams in changing the system of work, for Small Enterprise, Digital Banking and Transactional Products

- Delivered a new, customised web banking platform, built from the insights derived in proof of concept, applying new methods based on both design and system thinking
- Bank representative for Standard Bank South Africa on the Document Exchange Association
- Bank representative for the Public Private Partnership with the Department for Home Affairs with the delivery of the first Smartcard ID issuing office in banking in South Africa

Johnson Matthey (PTY) LTD is a manufacturing site within the European region of the Environmental Catalytic Technologies division of Johnson Matthey plc, and is responsible for supplying catalytic converters to the worldwide automotive industry. Johnson Matthey (PTY) LTD can be contacted on +27-(0)11-345-8500.

Johnson Matthey (PTY) LTD

Regional Business Systems Manager, Europe

March 2010 – December 2013

The **Regional Business Systems Manager, Europe**, is responsible for the strategic planning and programme management of business systems for the ECT European region, managing and controlling resources (IT manager(s), IS manager(s), Business Analysts) across multiple sites for the purpose of aligning IT and IS projects to the regional and divisional goals and objectives.

In this role I have the following responsibilities:

- Programme management of projects, change requests and issue resolution relating to the functional and technical aspects of business systems for the ECT Europe Region.
- Develop the Business Systems Strategy for the ECT Europe Region, aligned to the Operational Strategy of the various manufacturing sites within the region.
- Manage IT Risk, Governance and Compliance for ECT Europe.
- Manage Business Systems Capital and Expense Management, inclusive of new investments.
- Manage more than 25 heads, encompassing Information Technology (Infrastructure), MES (design and development), software Automation and Control, SAP Support Staff and Business Analysts – situated across all European sites.
- Manage all Support Services required for Business Systems for ECT Europe.
- Actively contribute to Operational Continuous Improvement initiatives including Lean Manufacturing.
- Programme manage projects aimed towards changes and improvements within Operations.
- Identify opportunities to improve current business processes, and where applicable, ensure these processes are aligned to regional business strategy, across all business units within the ECT Region.
- Identify and recommend system enhancements, new system functionality and new system modules that are considered to deliver greater efficiencies to the business, satisfy business requirements and/or show positive investment return/opportunity.
- Gain the support and approval of the Business/Regional Steering Committee to implement business process changes and business system improvements/changes/acquisitions.
- Support regional teams in their provision of training for business system users, and in realising objectives of ensuring business systems users are capable of using business systems effectively, through supervision of training mechanisms, models and plans.
- Develop and manage frameworks and controls to ensure that all business system enhancements/upgrades/fixes developed (or applied) adhere to Regional business standards, software system standards, and IT standards.
- Regularly monitor and review highlight and checkpoint reports from all business units, and ensure that all relevant projects and change activities are delivered within the associated SLA.
- Supervise all system regression testing during business system modifications, enhancements and/or changes.
- Ensure that issues and risks are being identified, analysed, reviewed and closed in accordance with the Quality Management Strategy and Risk Management Strategy, and that these are communicated with both local and regional stakeholders in accordance with the Communication Strategy.
- Provide programme management support to project managers for business system projects (including new projects and project roll-outs), with the application of Prince2 methods where possible
- Ensure that the Information Technology support teams within the region are able to support the infrastructure required to operate business systems, and synchronise data between sites.
- Co-ordinate, monitor and control change requests raised by regional business analysts in accordance with a regional Change Control procedure.
- The direct report for this role is the Finance Director, Europe, and the indirect report is the Divisional IT Director.

Achievements

- Successful programme management for the roll-out and implementation of SAP in Skopje, Macedonia and Krasnoyarsk, Russia.
- Completed projects/programmes include:
 - Review of SAP GRC for the Europe Region and the development of standards and procedures
 - Gap Analysis of all operational and financial processes between sites with recommendations for standardisation
 - Development of Operational and Quality controls, measures and KPIs to manage performance, efficiency, risk and waste
 - Development of Change Control and Change Management models and procedures for business systems

Johnson Matthey (PTY) LTD

ERP Project Manager

October 2007 – March 2010

Appointed as 'ERP Project Manager' to project manage the full system development lifecycle of a **SAP ERP implementation** within Johnson Matthey (PTY) LTD, with the following responsibilities:

- Prepared and presented the Business Case and Position Paper for the project to the Johnson Matthey plc board
- Reviewed previous SAP implementation projects, on-site, within Johnson Matthey Asia (Japan and Malaysia)
- Compiled Project 'Request for Quotation' specifications, selected South-African SAP consulting companies, and managed complete project tender process, including vendor selection (a Steering Committee being part of the structure)
- Management of project budget in excess of R30m, 20 consultants, and 8 person project team
- Compiled Project Charter and Statement of Work documentation
- Managed issues via a issue log, and risks via a risk log
- Reporting to ERP Steering Committee with representation of directors in the European offices
- Led the specification and development of a core SAP template, to be used across multiple manufacturing sites within the European and North American divisions of Johnson Matthey plc
- Micro-management of key project tasks such as SAP Master Data, FRICE specifications and developments, and system testing.
- Led a regional team in the review of system requirements and specifications
- Management of all changes and enhancements to the system locally, and to the core template
- Supporting roll-out implementations of the core template in other sites (currently Argentina and Macedonia)
- Management of Quality Assurance, Change Management, Change Requests

Achievements

- A **core SAP template** was developed which can be rolled-out to multiple Johnson Matthey sites
- The **Human Capital Management (HCM/HR) module** was successfully implemented in South Africa in November 2008
- The **Finance (FI) and Controlling (CO) modules** were successfully implemented in South Africa in March 2009
- The **SAP ERP modules** of Production Planning (PP), Quality Management (QM), Sales and Distribution (SD), Warehouse Management (WM), Inventory Management (IM), and Plant Maintenance (PM) were successfully implemented in South Africa in May 2009
- Project resources (time, staff, costs) were well **managed** and controlled despite significant changes in project scope
- The new SAP ERP system **eliminated multiple (desperate) legacy systems** and enabled the organisation to use one integrated system across all departments
- Requested to take the role of **international custodian** for the SAP template and **oversee all roll-out implementation projects**

Johnson Matthey (PTY) LTD

Information Systems Manager

February 2003 – October 2007

Appointed as an 'Information Systems Manager' with the following responsibilities:

- Managing a team of developers in the development of the PULSE system
- Leading multiple projects across the organisation to extend the PULSE system to a full ERP system, integrating with systems such as SYSPRO (Financials), MAXIMO (Maintenance) and Wonderware Plant Control software.
- Alignment of information systems strategy to that of the organisation locally (South Africa) and internationally (European division)
- Management of all electronic system projects, spend, capex and forward planning
- Supporting continuous improvement initiatives through system enablement
- Development of requirement specifications for the selection of systems
- Application of project management skills and techniques in managing both system and non-system business process projects
- Liaison with third-party system vendors and system integrators

Achievements

- The PULSE system was modified from an inventory system to a **full ERP system**, encompassing the internal supply chain
- A **regional Information Systems strategy** was developed for Johnson Matthey
- Re-development of the PULSE system to be built based on **Service Orientated Architecture**
- The design and specification of a **statistical process control system** for quality
- An analysis of the addition of an **Advanced Planning and Scheduling system** to the Johnson Matthey system landscape, and the Business Case and process analysis work supporting it

Johnson Matthey (PTY) LTD

Business Analyst

August 2002 – January 2003

Appointed as 'Business Analyst', for the purposes of conducted business process analysis work across all areas of the organisation. This role was built upon that of 'PULSE Systems Supervisor' to include analysis work relating to project capex, financing, benefits versus costs, risk management, supporting structures and project documentation (Functional Design document, Test Cases, UAT).

Achievements

- **Compilation of business process maps** for the internal supply chain
- Development of **Key Performance Indicators** and Metrics for the business

Johnson Matthey (PTY) LTD

PULSE Systems Supervisor

Oct 2001 – July 2002

Appointed as 'PULSE Systems Supervisor', this role was essentially a Junior Business Analyst role for the development of an inventory system called 'PULSE'. This role involved consultations with users in all business areas across the organisation, the analysis of business processes, the development of User Requirements Specifications and Business Case documentation, the testing of changes to the PULSE system, the training of end-users, and the closing of the project development lifecycle.

Achievements

- Design of an extension of the system to include **Quality Management functions**, such as the Quarantining of suspect materials, reworking in Production, and release of materials following testing.
- Design and introduction of a **project development model**, and associated procedures and standards

EARLY CAREER BACKGROUND

Columbus Stainless is a producer of stainless steel flat products, and can be contacted on +27-(0)13-247-9111.

Columbus Stainless (PTY) LTD

Engineer-In-Training

Jan 2001 to September 2001

Appointed as an 'Engineer-in-Training' for the purposes of meeting the professional registration requirements of ECSA (Engineering Council of South Africa); responsible for projects relating to the Supply Chain, and general Supply Chain management. Resigned when head-hunted by Johnson Matthey (PTY) LTD.

Achievements

- Conducted a project to **model and analyse the transport of scrap** within the plant, thereby enabling a reduction in time and cost through improved (more efficient) schedules and routes
- Participated in the design and introduction of a **Kanban-system for Production** (Cut and Finishing)
- Compiled a **Supply Chain model** for the business, based on the SCOR template and principles (a continuation of the work done during the final year of studies)

ACADEMIC BACKGROUND

- **BSC (Engineering).Industrial** *Bachelor of Sciences in Engineer (Industrial), Awarded : 2000* University of the Witwatersrand, Johannesburg, +27-(0)11-717-1000
- **NMP Certification** *Certificate in Principles of Management Awarded : 2004* Wits Business School, Johannesburg, +27-(0)861-000-927
- **PRINCE2 Certification** *PRINCE2 Foundation and Practitioner in Project Management (APM Group) Awarded : 2010* ANTS Project Management, Johannesburg, +27-(0)11-888-6021
- **Matric Certificate** *Matric Certificate – 'A' Aggregate Awarded : 1995* La Salle College, Roodepoort, Johannesburg, +27-(0)11-472-3524

SKILLS

- **ERP** *Models, processes, strong focus on SAP ERP* Project management, Testing, Integration, Administration, GRC
- **Program Management** *PRINCE2, MS Projects, Models, processes* Project management, program management, Risk management, Change management

- **IT Strategy** *Plant Control Systems, Manufacturing, Quality, MRP, ERP* Strategy, budgeting, risk, contingency, disaster recovery, resource planning
- **Operations Management** *Manufacturing, Resources, Staff* Analysis, management, problem-solving, implementations
- **Business Analysis** *Supply Chain, SCOR, re-engineering, Value Stream Mapping* Analysis, re-engineering, streamlining
- **Process Engineering** *Plant Control, Work Control* Resource management

AWARDS

- Outstanding academic achievement – La Salle College, 1989-1994
- Matric Prefect – La Salle College, 1995
- Matric Honours – La Salle College, 1995
- Full study bursary – Columbus Stainless (PTY)LTD, 1998 - 2000
- Certificate of Merit in Engineering – University of the Witwatersrand, 1999
- Academic Merit Award - University of the Witwatersrand, 1999
- Certificate of Merit in Production and Operations Management – University of the Witwatersrand, 2000
- Final year Engineering Projects – achieved 'A' aggregate - University of the Witwatersrand, 2000

OTHER INFORMATION

- Outside of a professional environment, holds a keen interest in sport (rugby, golf, tennis)

PERSONAL DETAILS

Full name	Ryan Allan Crawford	Nationality	South African
Date of Birth	03-03-1978	Identity Number	780305124080
Gender	Male	EE Status	Non-EE
Married	Yes, no children	Drivers Licence	Code 08
Health	Very good	Location	Gauteng, South Africa

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Residential address	1212 Featherbrooke Estate, Furrow Road, Krugersdorp, South Africa, 1732		

AVAILABLE UPON REQUEST: References, Copies of Certificates, Current COST-TO-COMPANY