

# CV

## Martin Dvořák

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Experienced Business Transformation Leader with a proven track of implemented large-scale, complex and agile projects for best-in-class organizations in global industries. Economics Degree from Zurich University of Applied Sciences with 20+ years of international project management experience in large transitions (mergers, org design, outsourcing to GBS/SSCs, processes and system implementations, digitalization, cost savings) with multicultural teams. Develops, designs and implements fit for future target operating models to address the future of work and digital disruption and enables global clients to meet their strategic ambitions – from individual business units up to entire organizational models. Utilizes a wide range of methodologies and models to create business value and delivers tangible benefits of global transformation initiatives. Able to ensure compliance, governance, cost optimizations and service level KPIs. Accountable and responsible with a pragmatic hands-on and solution-oriented approach. First class interpersonal skills with well-built client focus. Speaks fluent English, German, French and Czech.

### WORK EXPERIENCE

#### **February 2023 – August 2023 Pharmaceuticals, USA, Europe and APAC**

##### **Global Change Management Lead, Org Design & Target Operating Model**

- Changed the operating model in the merged Process Engineering, Process Analytical Lifecycle Management and Execution Systems divisions. Drove business, operational and cultural transformation.
- Defined the change management plan and conducted 5 pre-workshops, 18 internal and 14 stakeholder workshops in 3 different time zones.
- Defined 8 overarching global workstreams and led 35 different work packages in 4 sites and 4 global units.
- Developed 12 Org Design principles and implemented a strategy-led operating model.

### Achievements

- Improved the technical functions within the E2E space - people and culture implication, innovation, reliability, growth, operational efficiency and digital transformation.
- Defined new ways of working, roles and responsibilities and improved the technical and scientific support within the value streams.
- Increased agility, time to market, capacity and standardization. Set up talent, leadership and skillset gaps improvement. Enabled 30 Change Ambassadors and drove cultural and operational transformation including behavioral change.

#### **May 2021 – Oct 2022 Global Automotive Industry Company, Germany, Czech Republic, USA and India**

##### **Global Integrated Services Project Manager, HR Redesign & Business Transformation**

- Redesigned, centralized, standardized, simplified and digitalized HR and business processes.
- Created and executed the HR service expansion strategy to focus on efficiency gains and transactional processes.
- Bridged between global process owners, local teams, SMEs and senior board for project management.
- Allocated the resources and set priorities for a team of 23 members.
- Test Lead for SuccessFactors Implementation. Led 8 cluster leads and 90 testers from 32 countries with 70 legal entities. Executed 139 test scenarios with 4'340 test cases.

### Achievements

- Increased the customer base and regional scope in which Shared Service is providing HR services within 7 months of a total of 10 months scope and aligned with the ongoing Service Now implementation.
- Increased HR Operational Services ratio by 30% for office workers and 50% for production workers which is 13% higher than best practice. Achieved 59% cost savings through transition and 28% cost savings through centralization, standardization, simplification, automation, and digitalization.
- Achieved 66% cost savings through transition and value add / enrichment tasks (Business Intelligence and Data Analytics) in the integrated global business services.
- Reduced transactional and operational HR tasks and increased value add and enrichment tasks for retained organizations. Achieved 56% cost savings.
- Achieved 99% progress with 97% success rate and reduced open ticket backlog to 16% within the SAP SuccessFactors UAT period of 5 weeks.

- Reduced the data replication failure rate from SuccessFactors to SAP HCM by 98%. Documented 104 different errors and resolutions and transferred the knowledge to the SuccessFactors support team.

### **June 2017- April 2020 Global Luxury Goods Company, Europa and Asia - Transition and Project Manager - Global Transformation Program “Fit for Future”**

- Executed business and HR transitions in Switzerland, Liechtenstein, Poland, Czech Republic, Hungary, Turkey, Italy, Spain, Serbia and India to a new business model.
- Collaborated with key stakeholders and translated strategic goals into effective operating models.
- Led teams of 13 direct and 16 indirect reports through the entire projects, from the analysis to the stabilization, and served as 1<sup>st</sup> point of contact to support them during the transformation.
- Acted as an internal consultant on strategy/deliverables for global change initiatives.

#### **Achievements**

- Analyzed, designed and outsourced 100+ processes from local organizations to the Global Business Services (GBS) for Office, Retail and Production based on best practices and change management methodologies.
- Planned, prepared and executed knowledge transfer, delivery of documentation (i.e. fit gap, blueprints, procedures, Workday enhancements, SLA's, risk evaluation, service excellence panels and KPI's).
- Made 61% cost savings as a result of program implementation.
- Strengthen alignment between global process owners, transformation program, local stakeholders and GBS and Spokes which were able to operate 100% by providing excellent customer service with the company.

### **January 2001 – March 2017 Previous engagements in different companies and 38 different countries**

#### **Line Manager, Project Lead, Business Transformation and Change Management Expert**

- Executed Global Transformations, Demergers, Transitions to SSC's, Six Sigma Projects, ERP Rollouts, Project Accounting, UPK Trainings, CRM, BPR, DWH, E-Business, Oracle EBS and SAP Projects.

#### **Achievements**

- **Global Financial Services (Switzerland):** Transformed 7 strategic MI & Analytics and 1 Group Program. Moved project to low-cost model by achieving 68% cost savings in 1st and 81% in 3rd year.
- **Healthcare Services (Qatar):** Addressed >280 business and cultural challenges with the CXOs and implemented innovative ERP solutions (in cloud, on premise and hybrid). Assessed 9 software vendors and 3 ERP packages (SAP, Oracle and Infor) including the integration to clinical and hospitality systems. Improved 33 core processes and selected the best software and implementation partner with savings of 32%.
- **Telecommunications (Austria, the United Kingdom and Ireland):** Migrated successfully to the new Oracle Release 12 E-Business Suite.
- **Semiconductor Industries (USA and Switzerland):** Promoted change, managed transition, identified and solved level of resistance. Integrated the Swiss subsidiary into the US parent company despite industrial and cultural differences and opened new sales channels.
- **Commercial & Investment Banking, Central and Eastern Europe:** Led key aspects of the OFSAA implementation. Created and delivered training modules covering 6 areas including transfer pricing and profitability management. Improved cost accounting and P&L reporting with a newer version of OFSAA.
- **Pharmaceuticals:** Defined eLearning and coaching strategy. Developed and deployed the training initiative. Trained 12 trainers and enabled 46 key users using the scalable UPK training tool. Ensured user readiness, go live and continuity with 80% of >320 end users passing the tests.
- **Payment Service Provider:** Enabled demerger. Transferred Oracle EBS processes to the SSC in Poland.
- **Product Certification:** Implemented the new Oracle Global Finance System in 13 European countries.
- **Computer Systems:** Increased accounting accuracy by 63%. Improved project close rate by 83% and cut project maintenance costs by \$1.2m p.a.
- **High-End Computers:** Expedited orders by 115% for account and 296% for credit card holders. Reduced order processing costs by \$3.8m p.a. and rejection rate by 85%. Boosted sales productivity by 73%.

#### **EDUCATION**

**1991 – 1994**

**ZHAW Zurich University of Applied Sciences, Switzerland**

BSc in Business Administration with a Specialization in Marketing

#### **Computer Skills:**

Oracle OUM Project and Change Management Certified, APQC Process Framework, Lean and Six Sigma, Oracle EBS Migrations and Re-implementations. Evaluated Oracle Cloud, SAP, Infor, Workday and SAP SuccessFactors.