



+41 79 238 29 89 Switzerland
 martin.dvorak@martindvorak.com
 Martin Dvorak
 www.martindvorak.com

Senior Expert with 20+ years of experience and a proven completion of large, global and complex transitions and business transformations. Partner to strategic and business process owners in orchestrating and delivering cost optimizations, improving and integrating processes, technologies and people structure roadmaps. Strong business acumen and multiple industries knowledge. Successful track record in over 20+ countries in planning and executing demanding projects. Excellent understanding of GBS, SSC and outsourcing models for F&A, SCM and HR processes. Extensive experience in technology and financial savvy led business strategy. Ability to build credible and trustful relationship with key stakeholders at all levels of organizations on-site and virtually. Able to grasp the big picture while paying attention to the details. Work in ambiguous situations whilst enabling team members to succeed in the project completion. Team player with good leadership capability and coaching skills while supporting senior leaders. Exceptional communication and presentation skills.

Fluent in English, German, French and Czech.
 EU/EEA and globally mobile.

MARTIN DVORAK

Senior Oracle EBS & Business Transformation Manager



WORK EXPERIENCE

2002 - ongoing

Martin Dvořák
 Consulting

Martin Dvorak Consulting GmbH

Experienced Global Business and Transformation Manager with a proven history of leading and transforming large-scale operation initiatives and Oracle ERP integrations in global industries internationally. Dedicated, accountable and passionate with a pragmatic hands-on and solution-oriented approach. Strong ability to collaborate with multiple levels of the business, from board level to functional leaders to streamline processes, coaching and enabling individuals to success. Proven working experience for large and best in class organizations with a worldwide exposure helping them to translate strategic goals into effective operating models. Works towards implementation of the best practices, resolution of constraints and respects cultural differences to create business value and deliver tangible benefits of global transformation initiatives.



KEY COMPETENCIES

Business Transitions

- Guide business stakeholders and organizations through the improvement initiatives and provide excellent project management leadership throughout the entire process.
- Mediate between HQ, global, local and regional affiliates inclusive all organizational streams.
- Develop and deliver dynamic and innovative ways of engaging the leaders to ensure maximum impact of delivery and participation.
- Implement strategy and roadmaps.
- Prepare outcome documentation, roll out communication plans and facilitate engagement meetings.

Global Oracle ERP roll outs of IT, F&A, SCM and HR Solutions

- Develop IS strategy based on best world practices in collaboration with key sponsors.
- Utilize project and change management methodologies to enable effective execution of Enterprise Resource Planning Software roll outs.
- Ensure continued strategy alignment and deliver expected benefits.

Global Business Services

- Translate corporate strategies into clear, specific objectives and plans for business units and teams.
- Outsourcing of business processes through takeovers and cost reductions.
- Build SLA's and Target Operating Models.
- Insourcing of processes through M&A's and demergers.

Digital Transformation

- Transform business models into scalable digital solutions and provide new business values and innovative ideas.
- Ensure programs provide measurable KPI's and visible values by supported business cases.
- Enable people to succeed in the cultural, diverse and digital changes to drive measurable performance.

PROFESSIONAL SKILLS

Change Management	+++
Business Process	+++
Engineering	
\$Multi-million Cost Savings	+++
Stakeholder Management	+++
In-depth Business Analysis	++
Organizational Transitions	+++
Global, Regional and Local Delivery	+++
Oracle Methods	+++
Oracle E-Business Suite	+++

PERSONAL SKILLS

Cultivating a business growth mindset	+++
Prioritizing communication and influence	++
Ability to navigate innovation and change	+++
Effective collaboration with other leaders and across teams	+++

LANGUAGES

German / English	+++
French / Czech / Slovak	++
Spanish / Italian	+

QUALIFICATIONS

Executive Management:
Huddersfield University
Economics Degree: School of
Management and Law, Zurich.
Past President Junior Chamber
of Commerce, Zurich.
[Blogs](#) and [White Papers](#) on
Change Management and
Oracle related subjects.
Presentations at [international
Oracle User Group Conferences](#).

TECHNICAL PROFICIENCIES

Experienced in both Oracle EBS
R11.5.10 to R12.2.4 migrations
and re-implementations.
Evaluated Oracle Cloud, SAP ECC
6.0, HCM SuccessFactors, Fiori
(mobile GUI) and Infor 10x.
Jira and Quality Center.



SELECTED INTERIM ASSIGNMENTS (CONTRACTS)

Pharmaceuticals USA, Europe and APAC

Global Change Management Lead 02.2023 – 08.2023

Merging Process Engineering, Process Analytical Lifecycle Management, Execution Systems and change in the operating model.

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

Global Automotive Industry Company Germany, Czech Republic, USA and India

Global Integrated Services Project Manager 05.2021 – 10.2022

Global HR redesign and transformation, processes, organization and IT systems.

- 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.
- 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.
- Acted as global Test Manager for the SAP SuccessFactors implementation, leading 8 cluster leads and 90 testers from 32 countries with 70 legal entities. Executed 139 test scenarios with 4'340 test cases. Achieved 99% progress with 97% success rate and reduced open ticket backlog to 16% within the 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 know-how to the SuccessFactors support team.

Global Luxury Goods Company Switzerland, Europe and Asia

Transition and Project Manager 06.2017 – 04.2020

The company wanted to standardize, simplify and digitalize Retail, Production and Office Workforce processes while securing increase of cash flow and profit.

ORACLE E-BUSINESS SUITE**Financials**

General Ledger	+++
Payables	+++
Payments	++
Receivables	+++
iReceivables	+++
Assets	+++
Cash Management	+++
iExpenses	+++
Advanced Collections	+
E-Business Tax	+++
EAM	++
Subledger Accounting	+++
Financial Analyzer	+
FSG	+++
Web ADI	+++

Procurement

Purchasing	+++
Sourcing	++
Inventory	++
iProcurement	+++
iSupplier Portal	++
Contracts	++
Buyer's Work Center	++
Supplier Maintenance	++

Projects

Project Costing	++
Project Billing	++
Collaboration	+
Project Management	+
Portfolio Analysis	+
Resource Management	+

Manufacturing

Order Management	++
Shipping	++
WIP	++
BOM	++
Pricing	++
Process Costing	++

Human Resources

HR	++
Self Service HR	++
Payroll	+
System Administrator	++

Productivity Kit

UPK	+++
-----	-----

CRM

Sales	++
Marketing	++
iStore	+
iPayment	+
SFA	++
Call Center	++

BI

OBIEE, OLAP	++
-------------	----

- Led HR transitions in Europe and Asia 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 1st point of contact to support them during the transformation.
- Acted as an internal consultant on transition management strategy / deliverables for regional or global change initiatives.
- 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, executed and managed knowledge transfer, delivery of documentation (i.e. fit gap, blueprints, procedures, Workday enhancements, SLA's, risk evaluation, service excellence delivery and KPI's).
- Made 61% cost savings because 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.

Global Financial Services Company Switzerland**Change and Transformation Manager** 11.2015 - 03.2017

The bank transformed and restructured strategic MI & Analytics Group Programs.

- Led 3 business units including internal and 2 external Oracle partners in the implementation of the new business strategy and innovative change programs.
- Moved institutional client project to low-cost model by achieving 68% cost savings in 1st and 81% in 3rd year.
- Restored credible relationship with senior management and program team members by succeeding as 1st project manager after 7 dismissed predecessors left the program.

Healthcare Services Qatar**Senior Advisor** 05.2015 - 10.2015

The Supreme Council of Health needed support in their nation's health goals.

- Provided project management and ERP expertise to train staff on the change and mediate between stakeholders and the multi-cultural project teams.
- Worked with CXOs and senior executives to address >280 business and cultural challenges via the implementation of 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 and applied novelties.
- Conducted 12 workshops and guided subject matter experts to integrate change management activities.
- Customer gained benefit in change of the 33 core processes and selected the best in class software and implementation partner with savings of 32%.

Telecommunications Austria, UK and Ireland**Oracle EBS Change Consultant** 11.2013 - 05.2015

The company migrated their global Oracle E-Business Suite to a new release.

- Delivered detailed business analysis, functional and technical design, development, testing and deployment of the new Release 12 Oracle E-Business Suite to production.
- Managed >80 demands and conducted 17 workshops with executives for the local legal and technical requirements.
- Delivered successful business migration and maximized business value out of the latest Oracle E-Business Suite release.

Finance Data Mart ++

Oracle Methods

OUM and AIM +++

PJM Advantage ++

PERM +

Oracle Financial

Services Analytical Applications (OFSAA)

Master Maintenance +

Monthly Processing +

Funds Transfer Pricing ++

Cost Center Accounting ++

Profitability +

Management

PUBLICATIONS

European and Middle 2016

Eastern Roll Outs

Oracle in the Financial 2014

Industry

Oracle User Productivity 2011

Kit (UPK)

RECOMMENDATIONS

“Martin was one of those people that managed to get along with everyone from day one. He has worked wonders with the variety of stakeholders that he worked with. A fantastic gain to have worked with him both personally and professionally.”

IT Director, Healthcare

“Martin provided us with an excellent know-how which was found to be extremely beneficial to the Program. He is reliable, hardworking, conscientious and an extremely professional consultant who contributed to the success of the Program. We were impressed with Martins ability to complete all tasks assigned to him in a timely and professional manner. We were able to achieve our goals and we are particularly glad we had Martin on board.”

Senior Program Manager

International Bank

(More info [LinkedIn](#) profile.)

Semiconductor Industries USA and Switzerland

Change Lead 10.2012 - 10.2013

The US customer acquired a Swiss high-voltage company and merged the company to penetrate a new industry and enable new service offerings.

- Drove business and Oracle EBS integration of this new subsidiary.
- Promoted change and managed transition by identifying and solving level of resistance. Coached supervisors in both US and Swiss locations.
- Developed >100 mitigating actions. Defined 49 change requirements to manage resistance and facilitated a smooth assimilation.
- Streamlined >140 processes between organizations, identified and solved >480 gaps such as legal adaptations, requirements, communications, stakeholder engagement, coaching and training of the teams.
- Integrated the Swiss subsidiary into the US parent company despite industrial and cultural differences and opened new sales channels.

Commercial & Investment Banking CEE

Change Analyst and Business Intelligence Consultant 02.2011 - 09.2012

The bank suffered inaccurate cost accounting data and required a newer version of Oracle Financial Services Analytical Applications (OFSAA) to improve P&L reporting.

- Led key aspects of the OFSAA implementation.
- Created and delivered training modules covering 6 areas including cost accounting and profitability management.
- Transformed MIS data requirements and implemented new outbound interfaces between OFSAA and the data warehouse, reflecting 7'000 attributes, 120 entities, 10 interfaces and 2'000 ETL jobs to fit company's structure. Mapped 15 dimensions within OFSAA to match reporting.
- Improved cost accounting and P&L reporting through change transformation and a newer version of OFSAA.

Pharmaceuticals EMEA

Change Management and Training Lead 04.2010 - 12.2010

The client migrated their worldwide customized Oracle ERP to a newer release.

- Defined eLearning and training strategy.
- Understood >280 business requirements and transferred them together with expertise of new functionalities to future trainers.
- Developed and deployed the initiative.
- Trained and enabled 12 trainers and 46 key users using the scalable UPK training tool.
- Developed new and innovative tools of communicating the initiative.
- Ensured user readiness, go live and continuity with 80% of >320 end users passing the tests.

Payment Service Provider USA, Austria, UK, Germany, Switzerland and Poland

Change Management Consultant 11.2007 - 02.2010

The client sold a portion of its business to a Swiss company but lacked an effective means to demerge affected systems (local ERP, SAP and Oracle).

- Enabled demerger and identified what will be managed via SSC.
- Determined which data and processes will demerge. Identified strategy and migrated remaining data to SSC in Poland.
- Integrated the Oracle release with the procurement strategy for the trial location Austria.
- Defined >150 business change requirements and identified 75 gaps compared to global procurement standards. Developed >20 functional specs for custom features and statutory requirements.
- Managed UAT and 8 end user trainings. Succeeded in aligning the new Oracle release and the procurement strategy, which improved Purchase Order - Payables invoice matching ratio from 3% to 86% within 3 months.