

# Robert Duffy

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## PROFILE:

Robert is an accomplished and very experienced IT professional with over 26 years of direct experience in the following areas:-

- Project / Programme Management
- Technology Consulting
- IT Service Management Consulting
- Software Design and Development
- IT Operations Management & Team Leading
- Service Delivery Management
- Business Development & Strategic Bid Management
- Client / Account Management
- Commercial and Contract Negotiation
- Career Management & Mentoring

Robert is currently engaged as a Programme Manager with the Service Delivery Group in Fujitsu (Ireland) where he divides his time between delivery (client engagements and projects) and business development (pre-sales consulting, strategic bid management, service offering development) as required.

## CURRENT ASSIGNMENTS:

Robert divides his time between Service Management and Project/Programme management duties within the Fujitsu (Ireland) Service Delivery group. His current engagements include:-

- Service Deliver Management for a public health sector client, including the project management of an ongoing technology refresh project focused on virtualisation and application refresh deliverables in the Microsoft technology stack.
- Project Management for a private sector manufacturing client; specifically project managing the implementation of SAP Business-All-In-One (Discrete Manufacturing best practices)
- Bid Management – on a regular basis Robert is called upon to manage strategic bids to both public and private sector clients on behalf of the Fujitsu (Ireland) business.

**EXPERIENCE:**

**2001 – 2011 Fujitsu (Ireland) Ltd.**

2011 – today **Service Delivery / Project Manager (Public Sector, Health Client)**

Robert is currently engaged as a Service Delivery Manager for a health sector client as part of an ongoing service provision contract. Within this context Robert also project manages discrete work for the client. Currently he is project managing a technology refresh project focused on virtualisation and infrastructure/application refreshes in the Microsoft technology stack.

2011 – today **Project Manager (Private Sector, Manufacturing Client)**

Robert is also project managing the implementation of SAP Business-All-In-One (Discrete Manufacturing best practices) for a private sector manufacturing client based in Dublin.

2009 – 2010 **Programme Manager (Tier 1 Semi-State Account)**

Robert programme managed a large Oracle Business Intelligence implementation for a tier 1 semi-state customer in Dublin city centre, leading a team of approximately 25 – 30 people comprised of business analysts, functional consultants, technical architects, developers, testers, data analysts and change management resources. Robert was also responsible for the successful bid management of this opportunity which resulted in the client selecting Fujitsu as preferred implementation partner.

Key deliverables include the design, build, testing and implementation of:-

- Information Management Portal based upon MOSS 2007 technology
- Manpower Management and Quality of Service Reporting solutions based upon Oracle Business Intelligence Enterprise Edition
- Design and Implementation of a Business Intelligence Competency Centre
- Design and Implementation of an Information Governance Council
- Design and implementation of an Oracle data warehouse to support above requirements.
- Phase 2 (future projects) requirements analysis
- Delivery of associated Change Management and communications activities
- Design and implementation of associated infrastructure and application architectures
- Partner Management (within the consortium)

2008 – 2009 **Project Manager (Manufacturing Sector)**

Robert project managed a team of Oracle Enterprise Service Bus (ESB) architects and developers in the delivery of approximately 45 integrations of varying complexities across five critical business areas for a manufacturing customer (Doosan Infracore Int.). The project team were based both onsite (at customer premises) and remotely (at Fujitsu offices). Robert was responsible for all aspects of the delivery of project services to the customer.

**Service Delivery Manager (Renewable Energy Sector)**

Robert was engaged as a service delivery manager for a Fujitsu customer in the renewable energy sector (Airtricity). The role comprised oversight of all projects and services being delivered to the customer. Fujitsu provided a 3-year managed service (application support), an ad-hoc consulting service and discrete projects as required within the context of an overall services framework agreement.

**Strategic Bid Management & Business Development**

Robert is regularly called upon to manage strategic bids for Fujitsu, comprising of the initiation and management to conclusion of bid team resources frequently including third parties and external consultants. As bid manager Robert is responsible for ensuring all content, legal, commercial, technical and compliance aspects the bids are met, on time and within budget. In addition Robert is regularly involved in pre-sales meetings and activities with customers and takes an active part in the creation and selling of Fujitsu service offerings to the Irish marketplace.

2007 – 2008 **Services Director (Tier 1 Public Sector Account)**

Fujitsu Services were engaged in a multi year contract with a significant tier 1 public sector customer, acting as prime contractor in a consortium providing external ICT services and support across a wide range of specialties including application architecture design and development services (Service Object Architecture/Web Services, Enterprise Service Bus, EU Messaging, JEE etc.), testing and quality assurance services across multiple strategic business programmes, ITIL process design and implementation services (service support and service delivery) and security and business continuity management certification services.

Robert was assigned to this strategic tier 1 account as Services Director with the objective of initiating and ensuring ongoing service delivery in a complex commercial and contractual environment and growing the account in respect of new business development. This is a multi-year multi-million euro account. This role included the following key responsibilities:-

- Contract and Commercial negotiation with the customer as well as all sub-contractors in the Fujitsu consortium
- Service initiation, governance design and implementation
- Service Delivery Management for entire scope of contract
- Team leadership (Responsible for entire hierarchy of project managers, operational service delivery managers, consultants, sub-contractors etc.)
- Customer Satisfaction
- New Business Development and Innovation within the account.
- Financial responsibility for all projects and services within scope
- Handover of service management to operational team after 12 months.

The entire delivery team comprised approximately 30 to 50 people on average (depending on individual project requirements at the time).

2004 – 2007 **Associate Director (Solutions Group)**

In 2004, Fujitsu Consulting and Fujitsu Services merged to form a single global IT Services company, known as Fujitsu Services, providing end to end IT, Business Consulting and Managed Services to clients. Robert transitioned to the Solutions Group as Associate Director.

The Solutions Group was responsible for the provision of Infrastructure and Application Architecture Design services on all Fujitsu projects in Ireland. It was also responsible for providing pre-sales and ad-hoc consulting to clients. In his role as Associate Director Robert divided his time between delivery and business development and his responsibilities include:-

- New Business Development
- Project and Programme Management on Client Projects
- Team Leading, Career Management & Mentoring
- Service Offering Development
- Service Delivery Management
- Client Management and Strategic Bid Management

Key achievements since joining the Solutions Group include:-

- Provision of infrastructure programme and project management services for O2 Ireland / Tesco Mobile Ireland comprising design and Implementation of Ireland's first Mobile Virtual Network Environment (MVNE) upon which the first Mobile Virtual Network Operator (MVNO) Tesco Mobile was launched.
- Provision of Project Management services for O2 (Ireland) Ltd. Including:-
  - Call Trace Solution Design & Implementation
  - Data Migration implementation
  - Business Objects Infrastructure Audit & Upgrade
  - Business Objects Reporting Solution Design & Implementation
  - Multiple Call Trace solution projects (functional enhancements and change requests)
- Provision of programme and project management services for International Rugby Board comprising:-
  - Multiple Web Content Management Project Implementations different IRB online properties
  - Technology Roadmap
- Joint Microsoft/Fujitsu Business Development strategy/planning for Content Management Services.
- Project Management of Strategic Data Warehouse review for BT Ireland.
- Strategic Bid Management for Fujitsu tier 1 opportunities (Multiple €30m - €50m+ projects and largest single bid in Fujitsu Services (Ireland) history worth €250m)
- Project management of Microsoft Web Content Management solution for Department of Communications, Marine & Natural Resources

- Development of Business Objects services offering within Fujitsu Services (Ireland).

2002 – 2004 **Management Consultant (Business Consulting Group)**

In 2002 Robert transitioned to the Business Consulting group which provided management consulting services to clients. Robert focused on the provision of both project management services and IT service management / service effectiveness consulting for clients. Key achievements included:-

- Provision of IT Service Management consulting to deliver an IT Organisation Review for An Post
- IT Service Improvement Programme Business Case Definition for An Post.
- Establishment of Content Management Services team within Fujitsu (Ireland) to develop and sell CMS related services to clients.
- Project Management of Microsoft Content Management Implementation for International Rugby Board
- Delivery of E-learning Tool Selection services for An Garda Síochána
- Project Management of FAS Microsoft CMS Proof-of-concept pilot project.
- Bid Management and business development across a wide range of clients and sectors.

2001 – 2002 **Principal Technology Consultant (Technology Consulting Group)**

The Technology Consulting Group was concerned with the project management, design and implementation of appropriate infrastructure solutions and application architectures for Fujitsu clients. As a Principal Technology Consultant, Robert was involved in a variety of client projects including:-

- Provision of Technology Consulting and Project Management services for a Strategic Review of Development Architectures & Standards for VHI Healthcare
- Provision of Technology Consulting and Project Management services to Aer Rianta to design and implement multiple Oracle Financials integrations.
- Provision of Project management services for the design and implementation of a new DMZ Architecture for Dublin City Council
- Provision of pre-sales technology consulting across a wide range of clients and sectors.

**1997 – 2001 Guinness / Diageo Ltd.**

Note: During 1997-1998 Robert held two distinct roles for different parts of the Guinness Ltd. organization in parallel, managing two different teams located in the UK and Ireland as appropriate. The first role was an assignment (Technology Manager) as part of a SAP implementation project team for Guinness Ltd. The second role was as Infrastructure Projects Manager for the

central IT shared service organization in the UK. Robert commuted between the UK and Ireland every week for 2 years in order to service both roles in the two locales.

1999 – 2001 **Integrated Services Manager (Global IS Shared Services)**

Robert created the Integrated Services Management (ISM) team to be a rapid-response unit which could add value through project managing and delivering complex infrastructure and applications related projects across the globe for Guinness seed and venture companies, utilizing best practice Service Management and Service Delivery principles (ITIL). This was a radical approach for Guinness which bypassed the territorial / bureaucratic issues normally associated with a distributed IT support function trying to centralize its services and also helped to embed ITIL best practices across the organization.

As Integrated Services Manager, Robert managed the entire function, resourced projects as required (from internal staff and externally contracted sources as appropriate) and defined the strategy, culture and operating style of the team. In effect I was the programme manager for all the project managers working for the ISM function (approximately 10 on average and multiples of resources per project team).

Key achievements included:-

- Establishment of ISM function and adoption by Guinness seed and venture companies across the globe as preferred implementation approach.
- Design and deployment of European Siebel Application infrastructure
- Design and implementation of Internet/Intranet hosting standards,
- Implementation of Local Area Networking, NT and client infrastructures in Africa, Japan, Australia, Germany and USA.
- Implementation of European E-Procurement application / infrastructure.
- Provision of Research and Development / Feasibility studies for new technologies to various Guinness seed and venture markets.
- Provision of best practice advice and consultancy to Guinness business and support units.
- Construction and implementation of Service Level Agreements and global support policies.
- Data Warehouse capacity planning and infrastructure reviews.
- Provision of best practice advice/consultancy for implementation of Guinness e-commerce venture (Guinness-Webstore.com)
- Deployment of ITIL based service management and service delivery processes at various Guinness locations around the globe.

1997 – 1998 **Technology Manager (Integrated Business Programme)**

Guinness implemented a single integrated business system across Europe, Ireland, UK and USA locations during this period based on SAP Enterprise application technology. As an integral part of the development team

(approximately 140 people based in Dublin) the role of Technology Manager included: -

- Management and coordination of all technology integration issues across Integrated Business Programme (IBP) business process streams (Procurement, Finance, Order to Cash, Fulfilment etc.)
- Management and monitoring of systems delivery and service levels from various Guinness IS&T organizations contributing to IBP.
- Scheduling of all technical / infrastructure work within IBP.
- Definition and management of IBP Technical Support Requirements
- Relationship management (Vendors, Regional support teams, Guinness sites etc.)
- Design, Implementation and Management of IBP development laboratory requirements and operation.
- Definition of technical support transition processes and procedures for operational teams.
- Management of Technology project team (approximately 6 resources)

1997 – 1998 **Infrastructure Projects Manager (Global Service Delivery Team)**

Guinness Global Service Delivery implemented a new global support structure (including infrastructure, helpdesks, data centres, systems, processes etc.) to meet both IBP requirements and other Guinness global requirements. The role of Infrastructure Projects Manager included: -

- SAP / Non-SAP Infrastructure projects planning, management and implementations.
- Resource (SAP BASIS, Unix, NT, Oracle etc.) recruitment, selection and management.
- Infrastructure architecture specification, design and implementation.
- Financial (budgetary) management for all infrastructure projects.
- Vendor selection, contract negotiation and relationship management.
- Assisting Guinness Global Strategy and Standards teams in the definition and implementation of global processes and procedures.

**1990 – 1997 Guinness Ireland Group Ltd.**

1994 – 1997 **Technology Consultant (Technology Services Group)**

- Research & Development of new technologies / products
- Definition of strategy and standards for mid-range systems and databases.
- Infrastructure projects management
- Provision of technical support to operational/tactical support teams
- Provision of technical advice and consultancy to Guinness Ireland regional sites and other Guinness companies.

1991 – 1994 **Technical Support Manager (Guinness IS&T Department)**

- Management of technical support team comprising 4 technical support analysts / systems programmers.
- Provision of operational/tactical technical support for mid-range systems (VAX/VMS, DG-Unix, HP-Unix, SCO-Unix) and databases (Oracle V5, V6, V7).
- New product evaluation (Hardware and software)
- Provision of technical consulting to Guinness Ireland regional Sites throughout Ireland
- Design and implementation of IT standards.

1990 – 1991 **Systems Manager (Guinness IS&T Department)**

- Train and lead a team of systems programmers for Guinness Ireland Information Services (GIIS) at St. James Gate offices in Dublin
- Administer and support mid-range systems and databases (VMS, Unix, IBM, Oracle)

**1984 – 1990 G. C. McKeown & Co. Ltd.**

1988 – 1990 **Systems Specialist**

- Provision of technical consulting on all McKeown solutions and packages to clients across Europe
- Provision of internal technical consulting to McKeown office locations across Ireland and UK
- Operations Management for McKeown Dublin office

1986 – 1988 **Systems Administrator**

- Systems management of internal PDP and VAX systems for Dublin office.
- Lead and train operations team

1984 – 1986 **Applications Programmer/Analyst**

- Bespoke application development on PDP-11 and VAX architectures primarily focused on financial management and warehousing solutions.

**QUALIFICATIONS / EDUCATION SUMMARY**

- Henley (IMI) Executive Management Certificate & Diploma
- Prince 2 Project Management Practitioner
- Fujitsu MacroScope™ Project Management Practitioner
- Leaving Certificate
- Numerous technical, management and inter-personal training courses

**OTHER INTERESTS:**

- Open Source Technologies and Internet Developments / Trends
- Gaming Technologies and Developments
- Travel
- Cinema
- Theatre
- Reading

**CONTACT DETAILS:**

Robert can be contacted in a variety of ways as follows:-

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