**Ewan van Ryneveld**

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**Global Business Transformation & Process Improvement Leader**

**Profile / Summary**

Accomplished global business transformation and process improvement leader, Finance Director (Chartered Accountant) and certified process professional (Master Black Belt) with experience across a broad spectrum of business areas and industries. Expert at improving processes and systems to meet strategic business objectives and enhance the customer experience. Key strengths include: creating / implementing strategic plans that support critical projects, including start-ups and new developments; change manager resolving complex situations in challenging environments applying keen problem-solving skills; thought leader and influencer utilising strong stakeholder management abilities at all levels to C-suite; and leading / developing project teams working across matrix, function and cultures that achieve goals and optimise returns.

**Areas of Expertise**

⬥ Strategic Leadership ⬥ Programme Management ⬥ Process Improvement

⬥ Change Management ⬥ Systems Development ⬥ Lean & Six Sigma

⬥ Financial Management ⬥ Training & Development ⬥ Process Architecture & Modelling

⬥ Budget Management ⬥ Project Management ⬥ Designing Target Operating Models

**Key Competencies**

* **Leadership:** strategic, operational / financial leader committed to delivering innovative solutions
* **Performance:** consistently achieve challenging personal and organisational objectives
* **Organisation:** excellent strategic and tactical planning, analysis and resource management abilities
* **Communication:** talented trainer & facilitator, articulate presenter and negotiator to C-suite level
* **Interpersonal:** collaborative team player with effective rapport-building skills across all stakeholders
* **Creativity:** innovation-focused with excellent problem-solving and critical-thinking abilities

**Career History**

**Ebiquity plc: Finance Consultant: UK: Aug 2023 – Sept 2023**

British global provider of media usage intelligence

Task to provide analysis of C£10 million of non-revenue generating costs to understand cost base for strategic objective of cost reduction. Including Finance, IT, HR, Marketing, Legal and Premises: salary and non-salary.

**Ingka (Ikea Retail): Process Lead: UK: Jan 2021 – Jan 2023**

Swedish multinational conglomerate and iconic brand with 231K employees worldwide.

Global process lead and knowledge manager across order to cash, source to pay, record to report, taxation and treasury operations. Undertook a global transformation to implement SAP Ariba and SAP S/4HANA. Outsourced procurement and finance operations and rescoped the global programme.

Notable Achievements & Projects

* Captured the global standard future state processes for SAP Ariba and S/4HANA  implementation.
* Transferred knowledge to create systems, outsource operations, leading to 1st country implementation.
* Successfully coached and trained teams on business process management, Lean, mapping models (APQC), tools and techniques, including BPMN2.0, Solman and Bizagi.

**Just Group Plc: Senior Lean Analyst: UK: Oct 2019 – Dec 2020**

British company specialising in retirement products and services, listed on LSE and constituent of the FTSE 250 Index.

Led the business process optimisation for intermediary sales, marketing, risk and compliance, human resources, legal and company secretarial. Managed process improvement projects, including a content management system, a review of governance efficiency and recruitment and learning.

Notable Achievements & Projects

* Scoped and sourced a content management system for regulatory documents, creating a costed business case and reducing, while still meeting, the regulatory requirements of the business.
* Managed the programme, coached authors and produced process architecture and maps for all functions from scratch, using Orbus iServer business process modelling software.
* Coached to certification 4 Lean Level 1 C practitioners (Lean Competency System).

**Arqiva: Head of Process Excellence: UK: Apr 2018 – Sep 2019**

Leading provider of UK telecoms infrastructure, including satellites and terrestrial structures.

Led process excellence for IT, HR and finance. Worked on Oracle Fusion Cloud Human Capital Management Modelled, finance and procurement of business capability model for group transformation based on eTOM.

Notable Achievements & Projects

* Implemented a new HR system across 2500 employees, designing new processes and interfaces, replacing people, and developing a significant business case and value map of implementation.

**Deutsche Bank: Process Governance Lead: UK: Jan 2016 – Apr 2018**

German multinational investment bank and financial services company with c. 85K employees.

Head of global process governance in group architecture, leading a team of 3. Developed and maintained the global process taxonomy and process models. Owned and developed the modelling approach and rules. Delivered training on modelling software (Sparx Systems Enterprise Architect) and modelling.

Notable Achievements & Projects

* Provided intel as part of global strategic initiative to understand how to reduce 6,000 applications.
* Restructured the continuous improvement curriculum and created the process improvement approach.

**KPMG: Associate / Senior Manager / Principal Advisor: Jan 2011 – Nov 2015 (various)**

Multinational professional services network and one of the ‘Big Four’ accounting organisations.

Undertook various programme and project implementations, leading teams from ideation through to development and implementation across a broad range of industries and sectors.

Notable Achievements & Projects

* Worked with RBS to develop the ‘cottage industry’ PPI (Payment Protection Insurance) claims function, successfully increasing it by a factor of 5 (to c. 1,000) in just a few months.
* Following a £30M single trade loss of another provider reviewed and advised on major contract process for global trade finance deals for RBS.
* Reduced heads by over 20% (c.100) using Lean on allocated area, as part of BT Operate’s reduction of the 8,000+ workforce by 20% in a year.
* Reviewed the supply chain for Sellafield Nuclear, following serious failure found by regulators.
* Trained c. 220 Lean practitioners, coaching 20 to certification, including Imperial Tobacco's Global COO.

**AXA: Master Black Belt: UK: Oct 2004 – Dec 2010**

French multinational insurance company with 149K employees internationally.

Quality leader of a team of 6 Black Belts introducing and delivering process improvement to the Life, General Insurance and PPP Healthcare businesses. A leader of Lean’s introduction to AXA globally.

Notable Achievements & Projects

* Set up and led process improvement thinking, capability, team and programme from scratch across finance, actuarial and procurement, encompassing over c. 800+ staff in the UK and India.
* CEO announced a £20M annual increase in profitability from 40 projects closed by programme.
* Trained c. 150 finance leaders, master black, black, and green belts in process management, Lean and Six Sigma, and coached 22 black and green belts to certification.

**Earlier Career**

General Electric EEF: Master Black Belt: UK 2001 – 2004

Newcourt / CIT VTF: Director of Finance / Finance Manager: UK: 1998 – 2001

KPMG: Audit Manager: UK: 1995 – 1998; Trainee Accountant: UK: 1987 – 1990

Coopers & Lybrand: Trainee Accountant & Supervisor: UK: 1990 – 1995

**Education & Certification**

Certified Lean and Six Sigma Master Black Belt (MBB): General Electric (GE) and AXA

Chartered Accountant (FCA): Institute of Chartered Accountants in England and Wales

IT: MS Office, SAP S/4HANA, Oracle HCM, Business Process Modelling software, Minitab, QlikView, SAP Analytics Cloud (SAC), SAP Business Planning and Consolidation (PBC), FinanceForce (Certinia)