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Susan Abishara

Head of Delivery / Change Maker

SCRUM MASTER, PMP, B.Sc Computer Science(Hons)

Thought Leader in strategic data driven execution - www.sabishara.com
Proud Founder of https://www.instagram.com/seeuswomenoftech/

SAFE 4.0,

Change Maker

MY PROFILE

Delivery Leader with strong commercial acumen with the ability to define and successfully deliver a strategic framework and roadmap whilst balancing short term wins against long term demand.

Leveraging my extensive digital and technology background to implement innovation and market leading technology with speed and intensity in a heightening competitive market landscape.

An energetic leader with a passion for motivating people and managing high performing teams.

A strategic thinker who understands the importance of championing the customer, whilst delivering strong business value.

The ability to lead digital transformation whilst reducing costs and enabling productivity improvement through a data driven lens

Key skills for the role

✓ P&L Experience(Revenue $100-$400M)
✓ Budgetary Experience +$200M USD
✓ Strategy and Execution
✓ Coaching/Mentoring. Teams 25-200+
✓ Digital Transformation
✓ Operational Excellence
✓ Large Team Management

STRENGTHS

✓ Flexibility and adaptability
✓ Goal orientated / results driven
✓ Analytical / problem solving
✓ People orientated/fun

QUALIFICATIONS

✓ 2016 SAFe 4.0
✓ 2005 SCRUM MASTER[Ken Schwaber]
✓ 2004 PMP/PMI
✓ 1997 B.Sc Computer Science (2.1 Hons)
✓ 1993 Cert in Computer Programming

PROFESSIONAL EXPERIENCE

Arq Group Head of Digital Delivery [Contract]   July '20– To Date

Account – Westpac NZ
- New Ways of Working Lead rolling out a data driven delivery model for 400 FTE

ANZ Bank Head of Portfolio Agility, Speed and Operations [Digital Domain]   July '18 – Jul 2020

Responsibilities
- Portfolio and Governance Lead for 9 Value Streams/Initiatives
- Complex inter-dependent environment of 40 functions and 100+ systems, cloud, SAAS, devops
- Budget Mgt of $100m-$300M annually and Agile op model for 600 FTE
- Resource, forecasting, performance tracking for 20+ vendors and contracts

Achievements
- Structured, repeatable operational model aligning all initiatives/dependencies ensuring speed to market and reducing cost to serve
- Data driven board and CEO reporting for best in class progress and risk reporting
- 20% reduction in cost to serve by changing vendor resource mix model
  30% uplift in speed to market from continuous improvement dependency model

Suncorp Digital Mobile Portfolio Director (Outware Contract)   Mar 2018 – July 2018

Responsibilities
- Program Delivery and PMO governance against MSOW of $40M
- Team of 140 (7 squads across Melbourne, Sydney and Brisbane) – Large Scale Agile
- Execution to enable fast track value for Insurance and Banking Transformation

HTC Portfolio and Operations Director   Dec 2010 – May 2018

Responsibilities
- Strategy, business operations, , technology execution for phones/telecommunications
- P&L accountability for virtual reality domain/emerging market

Achievements
- ANZ no.2 globally ranked region for HTC, outperforming other regions globally
- Acting MD/Country Head QoQ revenue targets >$50M
- Operational Excellence achieved with automated supply chain, retail demand planning
- VR Start Up Accelerator X program Launch [Emerging market strategy]

Australia Post Biometrics Agile Delivery Lead (Daon Contract)   Apr 2009 – Dec 2010

Achievements
- Roll out of multimodal biometrics into retail nationwide [3000 post offices]
- Transformation of government identity services and solutions to uplift revenue/value
- 9months time to market from contract signing to solution live in post offices

Messagemedia CTO (Contract)   Sept 2008 – Mar 2009

Achievements
- Development of a architecture which provided redundancy and scalability by 200%
  Set up of DevOps including 24/7 service desk based on ITIL best practice

Insuranceline Head of Digital Project Delivery   Apr 2007 – Apr 2008

Achievements
- Transformed the system architecture to enable customer self serve, reducing costs
- Introduced agile delivery resulting in business benefits every 3months in market

TotaljobsGroup Digital Project Delivery Manager   Nov 2004 – Jul 2006

www.seek.com.au Digital Project Services Manager   Jul 2000 – Jul 2004

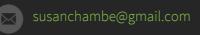**Credit Suisse AM** Year 2000 Project Manager, London   1998 – 2000

Citibank, Derivates, Software Developer Team Lead, London   1995 – 1998

2010-2021 Deep Dive Experience
Last 3 roles
PROFESSIONAL EXPERIENCE

Arqgroup Head of Delivery   **July 2020 – To Date**
Context/Scene Setting

Whilst I am employed by Arq Group, I am 100% working on client site with Westpac NZ. I was engaged by the CIO for Westpac. There are 80 squads, approx. 600+ people and he had an inability to see what people were working on, %age complete and likely in market launch date. To help them solve their problem, I created a 5 step framework for them called Execution Predictability. The philosophy is 'Outcomes First, Data Driven Delivery, Actionable Insights'. The framework is at different stages of implementation in the organization but it been rolled out across all of Westpac nz[business/technology]. I am going to launch this framework in market this year and use Westpac as my case study.

My Role

Execution Predictability Lead

Framework

- Stage 00 – Work on the right things[Portfolio, Governance, Prioritization, Strategy, Obeya Room]
- Stage 01 – Make your work visible using a common language, single source of the truth, standard delivery patterns, remove manual status reports
- Stage 03 – Understand your flow of work from concept to production, unblock it, track cycle times, cross functional prioritization
- Stage 04 – Turn your organizational vision and strategy into a roadmap/work to be done – track %age complete/likely end date
- Stage 05 – Measure predictability, turn plans into dynamic roadmaps using forecasting techniques

Results Achieved:

- Work visible in Technology in single entry point dashboard across 45 squads, aligned to strategy, goals, manual reporting removed

Work In Progress:

- I am in the process of creating virtual value streams using cross functional teams, removing silos and uplifting collaboration and results

ANZ Bank Head of Agility, Speed and Operations   **July 2018 – 2020**
Context/Scene Setting

My role at ANZ was in digital transformation function with approx. 600 people. The portfolio was made up of 9 Value Streams/Initiatives, e.g every day banking, home lending, platform, identity services and call centre and branch footprint. The solutions were across 40+ bank teams and 100+ systems, so dependency mgt was critical. The intent of the portfolio was customer self service, simplification and reducing bank's costs via automation.

My Role

I was fully responsible for 3 sub functions and I was 100% responsible for the set up and execution of the function – Portfolio Planning and Governance/PMO (Basecamp), Operations(The Engine Room) and Delivery(Agility and Speed)

Portfolio Planning and Governance/Basecamp

This is effectively where we take company vision and strategy and provided full traceability to the work we do. A 3yr time horizon is taken, broken into qtrly increments. Basecamp was set up as an Obeya Room with a heavy focus on prioritization, forecasting, business benefits, tracking investments and ROI analysis. It involved people/capacity planning, dependency mgt and governance, audit and health checks to ensure that work to be done stayed aligned to benefits with a feedback loop.

Operations/The Engine Room

The engine room was set up as a centre of excellence for people, assets, contracts, vendors, finances. Everything was set up as a predefined service with an SLA and performance metrics.

The budget responsibility for my role ranged from $100M-$300M annually and involved invoice, budget, forecasting and spend analysis.

50% of the 600 people were MS and the portfolio included approx. 25 different vendors(cap gemini, Infosys, contino, mantel, monitor, salesforce, AWS, GCP etc, etc) The people vendor strategy was resource augmentation and complemented the 3 yr strategy vision and roadmap and my role was to plan ahead, identify the capabilities required, ensure we had no single points of failure and that our vendor model would ensure we had the capacity at the right time quickly[30day

PROFESSIONAL EXPERIENCE

HTC Project and Operations Director   2010 – 2018
Context/Scene Setting

HTC Corporation is a large global, multi-billion Taiwanese consumer electronics company. HTC is credited with creating the first android phone, created Google Pixel phone and has recently expanded into virtual reality. HTC ANZ is the second strongest region, globally, from a market share perspective for HTC. The local team was small[14 people] our delivery model was entirely outsourced and partner based we had over 20 different partners who each brought a different skill set and experience to enable us to deliver an E2E service for Tier 1[Telstra, Optus, Voda] customers which includes, sales, marketing, product, technical, supply chain, finance and project management.

My Role

My role had 3 components,

- Program delivery - I was 100% responsible for all program delivery aspects pre and post sales with a heavy focus on ROI and launching into market

- Operations – All aspects of the business operationally, i.e. technology, finances, supply chain, contracts, HR, legal and all external partner relationships

- Virtual Reality P&L – Program Delivery of VR Accelerator – identifying and enabling small VR businesses so that we could drive market in Australia

Program Delivery

I was the only person driving delivery, so I was completely hands on, delivering the initiatives. Delivery was set up as a balanced portfolio

- Driving Revenue - Every year we launched 20 phones for Tier 1 customers into market. Phones are hardware and customized software

- Reducing Costs - 30% of our budget was dedicated to improving our speed to market by launching changes to automate supply chain

- Diversification – Virtual Reality – Driving sales and increasing market awareness of VR and enabling new use cases

- Risk/Regulations/Legal – Telcoms is heavily regulated & producing consumer products meant we hade strict ACCC compliance guidelines to execute

Operations

Operations was heavily focused on budget management and finding the right partners to help us deliver quickly and easily. A lot of the time was spent on RFIs, Contractual negotiations and operational contract management. We had approx. 20 partners for building mobile applications, testing phones to meet local regulator requirements and automating our supply chain so that we could get real time data feeds from 4,500 stores nationwide so that stores always had stock leveraging data to assess sales patterns and to predict stock out dates

Virtual Reality P&L

As HTC lost out to Apple and Sumsung, due to being outspent annually 40 to 1, HTC needed a diversification strategy to survive, so they focused on what they are good at, which is product and technology innovation and launch VR. The intent was to work with B2B organisations and promote the use of VR which would then indirectly result in VR hardware and software sales

Achievements

- Launched EVERY phone on time every year [Not doing so would result in a fine from the ACCC for false advertising. Launch dates critical in telco environ
- HTC Australia was the no.2 performing region from ROI perspective and Market Share, outranked only by Taiwan/HQ.
- HTC Australia business results were achieved by our data driven portfolio approach, to launching the right product with the right customer
- GTM for phones was reduced from 22 week delivery cycle to 12 week delivery cycle, leading ALL telcos to rank us as No.1 vendor above Apple/Samsung
- Acting County Head for 6months driving revenue >$50M for the period showing ability to do whatever it takes to get the job done