



**Viola Verebes**

Senior PMO



## VIOLA VEREBES

### PMO

Candidate Skills compared to requirements

Skills/Deliverables	Years of experience	Experience in project: period/client/position (Representative project selection - bullet points)
<b>Must have</b>		
Working experience as a PMO in IT (rollout) projects	8	<ul style="list-style-type: none"><li>• 2024: Climate KIC, PMO Lead</li><li>• 2020 – 2023: BP (British Petrol), Global PMO Office Lead</li><li>• 2021 – 2022: Hydro, PMO</li><li>• 2018 – 2019: ESAB, PMO and Portfolio Manager</li><li>• 2017 – 2018: DIAGEO, Global PMO and Portfolio Manager</li></ul>
Solid knowledge of classic project management (PMO methods, reporting, controlling, governance)	8	<ul style="list-style-type: none"><li>• PM methodology tailored to the company</li><li>• PMO Governance setup</li><li>• Reporting process definition, Tier reporting structure, Portfolio mgmnt</li><li>• Resourcing methodology to manage the people allocation on projects considering availability, rates, location, skill set etc.</li><li>• Implemented many PPM (project Portfolio mgmnt) systems to enable Reporting and Portfolio management</li><li>• I have set up PMO office and Governance structure at the following companies: DIAGEO, ESAB, HYDRO, BRITISH PETROL, Climate KIC (EU)</li><li>• I managed “classic” projects like<ul style="list-style-type: none"><li>- migration projects 40+ from one country to another</li><li>- system implementation projects with SDLC methodology: collecting requirements, Planning, Design, Development, Testing and Training, Go-</li></ul></li></ul>



		<p>live, Maintenance at all of the company I worked for</p> <ul style="list-style-type: none"><li>- Office move at ESAB</li><li>- SAP S4 Hana implementation (crisis mgmnt) at Mylan</li><li>- Logistics implementation of Central hub in Hungary for Philips (40.000 m2, 200+ employees, budget 20M EUR)</li></ul>
Knowledge of agile and waterfall working methods	<b>Agile: 3,5 years</b> <b>Waterfall: 20+ years</b>	<ul style="list-style-type: none"><li>• At British Petrol I got a certificate in Agile PM methodology and I am a certified Scrum Master. Here at BP there were 3 type of projects:<ul style="list-style-type: none"><li>- at Automation department the projects were run purely by Agile methodology</li><li>- some classic projects were run by Waterfall methodology, these were mainly Transition projects managing migrations from one location to another (US to Europe and Europe to India)</li><li>- and the majority of the projects were mixed, partly Waterfall (had a project plan and status / progress reporting) but also Agile meaning that the main project activities were managed in Sprints.</li></ul></li></ul>
Strong communication skills in an international environment	<b>25 years</b>	<ul style="list-style-type: none"><li>• International work environment: I spent my whole carrier life in English speaking environment. The only exception is Hydro, here the written comms was English and the team was Hungarian. All other projects were English spoken. Additionally I lived in UK for 3 years when I worked for Accenture (Big 5 Consultancy company) and I spent a lot of time in the US during these years. I lived in Prague for 6 months for a project and in Warsaw for 4 months.</li></ul>
Experience working with distributed international teams	<b>17 years</b>	<ul style="list-style-type: none"><li>• DIAGEO Shared Service center in Budapest, I was in a Global Director role, where in my team I had a lady in US as Resourcing manager, my line manager also in US visiting to Budapest</li></ul>



		<p>occasionally, a developer team in India (Bangalore) which I coordinated, in Budapest a team of 22 people Hungarian and other European background people.</p> <ul style="list-style-type: none"><li>• British Petrol: as a Global PMO Office Lead I also led a team partly based in Budapest and the Power BI team was located in India (Pune), my line manager was sitting in UK and the Board I worked closely on Reporting matters was international (US, UK mainly)</li></ul>
Language skills: Fluent in English and Hungarian	-	<ul style="list-style-type: none"><li>• Nativ: Hungarian</li><li>• Fluent: English</li></ul>



## ***Curriculum Vitae***

**VIOLA VEREBES**

**Location: Budapest**

### **PERSONAL:**

Nationality: Hungarian

### **EDUCATION:**

1994-1999 **Corvinus University, Budapest (Economics)**  
**MSc in Logistics and Supply Chain Management**

### **LANGUAGE SKILLS:**

**Hungarian:** native

**English:** fluent

**Russian:** basic

**Polish:** basic

### **WORK EXPERIENCE:**

**Climate KIC PMO lead – External Consultant June - Aug 2024**

EU based organization focusing on solutions addressing climate change.

This was a 4 months fixed term contract, covering a sick-leave of a Climate employee.

- Creating processes for PMO Governance
- Implementation of PPM Anywhere tool
- Setting up PMO processes and framework
- Leading a team of 4

**BP (British Petrol) Shared Service Center – Global PMO Office Lead Feb 2020 –Aug 2023**

**Setting up Global PMO Office for BP GBS**, located in Budapest, supporting BP services worldwide

- Creating a PMO Framework to oversee and control the running projects for BP SSC as well as the planned future projects
- Creating Global Reporting process to provide information to executive level leaders supporting decision making
- Development of a portfolio management tool that holds all the information of all projects (Project Online)
- Implementation of Project Online tool, development, testing, training, after go-live support
- Migration of project data from Sharepoint (old project data) to Project Online (newly implemented tool)
- Creating Portfolio management tool to manage a portfolio of 322 global projects
- Developing a Power BI tool to enable Portfolio prioritization
- Leading a team of 10 (6 heads PMO team, 4 Power BI developers)
- Coordination of the Portfolio Review Decision Board's meetings

Due to reorganization the PMO team was outsourced to Pune (India).

**Hydro Aluminium manufacturer PMO Expert – external consultant April 2021 – Dec 2022**

**Setting up Global PMO Office for Hydro**

- Creating Global Reporting process
- Implementing Reporting process step by step by departments
- Creating standard Project Management Methodology for the GBS of Hydro Extruded Solutions
- Defining E2E Project Lifecycle and launching it at Hydro GBS
- Establishing Governance model for PMO within Hydro GBS
- Implementation of new processes by Training the whole company

- Development and tailoring of PPM Clarity system to be in line with the new methodology and processes
- Implementation of changes for PPM tool, development, testing, training, after go-live support
- Establishing Demand management process and developing ServiceNow system to the process

### **ESAB (Cutting and Welding manufacturer) Shared Service Center – PMO and Portfolio Manager** **Dec 2018 – Dec 2019**

#### **Setting up PMO Office for Europe and India**

Responsible for establishing Portfolio management to support all running projects and changes in the organization (32 running projects)

I led a team of 5 people, PMs, Project SMEs.

Main projects:

- **Office move** – SSC office moves to new location. Manage the whole change with subcontractors, workstreams
- **BlackLine** – implementation of a new RTR tool to SSC to support month end financial closing
- **Spring project** – Automation of PTP processes as well as migration of the remaining manual work to India
- **Howden exit** – Colfax the mother company sold Howden branch, which was integrated to ESAB 2 years back, now the project was the separation and moving out of Howden from Colfax group
- **Different migrations** – smaller processes with 1-2-3 FTE moved to Chennai (India). First process improvement, standardization, documentation then managing the KTs and migration to India
- **Concur** Travel module implementation

### **DIAGEO Shared Service Center - Global PMO and Portfolio Manager** **Aug 2017 – Aug 2018**

Diageo decided to establish a central global project management organization: PDC (Project Delivery Center), as of June 2017. As a Global PMO and Portfolio Manager I was a key part of this, being responsible for global portfolio management, global PMO, global project resourcing and global reporting processes. I reported partly to the PDC Director and the Portfolio Director.

My responsibilities as Global PMO and Portfolio manager were:

- **Setting up a Global PMO Office from scratch**
  - establishing basic PMO processes
  - create the transitions plan of the PMO activities from North America, London, Europe to Budapest
  - setup the global PMO organization from scratch, recruitment of the PMO team of 8 people in Budapest office (recruitment, onboarding, training)
  - day to day BAU line management of 5 PMO Analysts, 3 PMO Admins, the Global Resourcing Manager and 12 contractor Project Managers, total 21 people
  - defining and launching the **global Resourcing process**
    - managing BAU resourcing process for all project roles at Diageo, day to day managing of Global Resourcing Manager as well as a Resourcing Admin
    - global responsibility for resourcing of the project roles (PM, Analysts, Developers, Scrum Master etc. standardized project roles)
    - the Global Resourcing manager is the SPOC for project resourcing
    - manage the peaks of instant resource needs at starting new projects
    - set up the global Onboarding process for project roles
    - regular reporting of Resourcing figures (internal/external, nr of open roles, KPIs for filling project roles etc.)
- **Portfolio management** including 255 inflight and 140 pipeline projects (70 M GBP of inflight and 90 M GBP pipeline portfolio). 70% of the portfolio were global projects, the remaining were local ones. Type of projects: Technical, Supply and Procure, Commercial, Data & Analytics, Enterprise & Corporate, Marketing Efficiency.
  - restructuring the Portfolio due to a fundamental organizational change, from Regional to Functional setup
  - taking part in creating the portfolio management process (greenlight for projects at beginning of fiscal, prioritization of projects / approvals / Change request process / re-prioritization during fiscal)
  - budgeting, planning for next financial year (F19 planning) of the whole portfolio
  - cooperating with Finance & Strategy on Portfolio finances
  - responsible for project resourcing

- risk/issue management
  - milestone tracking, monitoring of progress
- establishing **the global Reporting process**
  - establish and operate the Tier reporting structure and process (Tier 1 ... Tier 6)
  - define global portfolio reporting cadence
  - launch and operate the reporting cadence
  - manage the reporting tool technical development tailored to the exact requirements of PDC leadership (Sharepoint development with TCS developers)
  - work out a technical solution to an automated weekly report
  - work out the long-term reporting strategy, 'one source of truth' Planview development plan
- **Change management** of central organizational changes in the global PDC e.g.
  - cost center structure re-align to the new org. setup,
  - re-define the superuser structure of Planview (main project tool)

All of the above were managed as 'projects' in parallel.

My role in the Diageo PDC organization:

- reporting to executive level (L2)
- leading a global team of 21 (PMO team plus contractor PMs) located in North America, Nigeria, London, Budapest, Bangalore
- managing Vendors
- PMO is the core role of PDC ('orchestrator')

Due to reorganization the PMO team was outsourced to Bangalore, India as of Aug 2018.

#### **MYLAN Kft. - Migration Project Manager**

**2016 April- 2017 Feb**

Mylan is a pharmaceutical producer, with a fresh starting SSC in Budapest.

I was the project manager of the EPD projects, which covered the integration of Abbott to Mylan operations, after the recent acquisition.

My roles:

##### **Center Project Manager**

- Project Portfolio Management of 52 internal projects
- Follow up all projects in SSC operation
- CPI (Continuous Process Improvement) lead for the SSC, running several development initiatives:
  - manage the SLA agreement with all relevant countries (it did not exist before as Mylan SSC was a startup SSC at that time)
  - launched and managed the monthly regular communication with all the countries
  - standardize the Staffing model (FTE sizing)
  - APQC model update also to FTE sizing
  - finalizing the Closing calendar
  - implement the usage of Table of Authority Matrix to each unit
  - lead the User Access Management initiative, to simplify getting new accesses to new joiners, maintain proper accesses in case of internal move, and remove accesses for Leavers.
  - create Vendor/Customer list, to see which partners are both, and start liquidity management
  - implement all the actions coming from Internal Audit findings
- Assisting the SSC Site Director in different ad-hoc tasks: prepare reports, creating and maintaining trackers, facilitating meetings, organize events, etc.

##### **Nordic EPD integration - Project Manager after Go-live (Crisis management)**

- transition of AP, GL, AR functions to Budapest SSC
- SAP implementation at the same time
- Bank interface development
- Smartsourcing development (accounting system)
- Issue resolution after Go-live
- Intense Stakeholder management due to the crisis mode after go-live
- Leading a Project team of 10, 9 people from the SSC operation (AP, GL, AR) and 1 Migration manager supporting the AR transition

### **France and Spain EPD integration - Project Manager**

- Transitioning the AP, GL processes from France and Spain to Budapest SSC
- SAP implementation
- Smartsouce implementation
- Bank interface development
- Coordinating the Project team of 8 people: 3 Migration managers, another PM, 4 Business Analyst reporting to me, plus coordinating the Operational people participating the projects.
- Stakeholder management: Country Finance leaders, SAP team, Smartsouce team, Mylan SSC Operations leaders, Mylan US Leadership, SDLs and SMEs (process owners)
- Beside the above, usual PM tasks:
  - Developing and maintaining the Project plan
  - Progress tracking
  - Reporting to relevant stakeholders
  - Defining Meeting cadence, Communications structure
  - Risk management, RAID log, Issue tracker
  - Recruitment and Hiring follow up
  - Regular weekly calls/meeting with different stakeholders

### **ESAB Kft. – Migration Project and Program Manager, PMO**

**2013 April –2015 Feb**

ESAB is the world's largest producer of standard welding equipment, consumables and automation equipment as well as cutting machines and systems.

ESAB manages a SSC in Budapest, providing finance services for all Europe. The company made a decision on further centralization of Europe financial services to the Budapest SSC. These services cover the following areas:

- Controlling – 8 Countries in Europe (Sweden, UK/Ireland, Spain, France, Germany, Italy, Slovakia, Poland)
- Credit Control - 8 Countries in Europe (Sweden, UK/Ireland, Spain, France, Germany, Italy, Slovakia, Poland)

I joined ESAB as a **Project Manager** to coordinate the migration and transition of Controlling and Credit Control functions to the SSC.

#### **Tasks:**

- Overall Program Management of Controlling and Credit Control project
- Create Project plans
- Follow up deliverables, Progress tracking
- Coordinating the work of both Unit's team and SSC team
- Liaising with Finance Directors as well as high level sponsors, decision makers of the company
- Facilitate weekly calls, review meetings
- Risk and Issue Management, work out Contingencies
- Maintaining Project Plan, Stage gates, Risk and Issue log
- Leading the final validation and Sign off of activities and responsibility handed over
- CI (continuous process improvement):
  - After Lift & Shift transitions, we managed 1 week long detailed Kaizen events, with the target of reviewing all process steps in detail. Main target was standardization, simplification and gaining efficiency.
  - Having the outcome of the Kaizen events (To Be process) I managed the actions agreed on the Kaizen events, until all changes are completed, and we reached the To Be process.
  - This was for all AP / GL / AR areas.

After a while my tasks were extended with many other projects:

- Factory Finance migrations for Czech and Poland factories
- Northern American finance activities migration to Budapest SSC
- Colfax Fluid Handling migration to SSC:
  - Claim handling (Sweden) and
  - Order processing activities (Germany)



- Creating SLA for the new service in the SSC

All above migrations were successfully completed.

Beside this I was Program Manager of a European level program as well: **Legal Entity Reduction** program. Target of this was to decrease the number of legal entities of ESAB, in order to save cost with eliminating the redundant ones. The starting 62 legal entities were reduced to a solid 37 ones in Europe, saving 200k /year EUR to the company. This project lasted for 1 year.

I lead the **PMO department**, acting as a **Program Manager**, overseeing and coordinating large number of projects running parallel at the company.

This includes overall project Resource planning as well, to ensure that resources are allocated effectively on the running projects, mirroring the priorities defined in the company's strategy.

I was also asked to run **Project Management Trainings and Workshops** at the company, to improve the project management awareness at ESAB. These trainings were 2 days long comprehensive workshops providing a full overview on what a project is, how to run a project, how to administrate it, and how to achieve the target, etc. The target of these trainings was: to enable the participants to manage smaller scale in-house projects themselves. I also coach these candidates on Project Management while they perform it on their own projects.

I worked out a **Project Management Toolkit** for ESAB, and it was used to all of the migrations, and proved to be effective, as all migrations were successful.

I was also asked to cover the **Operations manager** role to the Colfax Fluid Handling team. This team consisted of 4 people, 2 claim handling and 2 order processing.

I reported to the SSC Director and the Europe Finance Director (Project Sponsor).

#### **PHILIPS / CEVA Contract Logistics, EE – Implementation Program Manager 2010 Feb – 2013 Jan**

CEVA is a worldwide Logistics Service Provider company. Ceva won the Philips Lighting and Consumer Lifestyles (CL) tender in 2009 for operating 2 central DCs supplying Central and Southern Europe.

This large scale program covered establishing 2 international hubs for Philips in Hungary and Czech Republic with a budget of **20 M EUR**. Both were around 40k square meters warehouses with **200+ employees**.

Implementation of the 2 greenfield sites started in 2009 Dec. These 2 sites are in Bor (Czech Republic) and Batta (Hungary). The 2 projects were managed in parallel, at the same time.

I joined CEVA to this new project as a **Commercial Engineer**. My task was:

- to manage the Commercials/Budgeting issues for both sites,
- design the KPI reporting process, lead the KPI workstream
- design the Invoicing process, lead the Invoicing workstream.

Later on I was promoted to **Implementation Program Manager** for both locations.

#### **Tasks:**

- Overall Program Management of Czech (Bor) and Hungarian (Batta) plants
- Define and coordinate the workstreams' activities: Operations, IT, HR, Transport, Finance, Commercial, Solution Design
- Follow up deliverables of Ceva and Philips teams
- Facilitate monthly executive Steerco meetings with Philips
- Leading the program level discussions and weekly review calls with Philips
- Planning: regular short- and long-term Resource planning for both sites
- Maintaining Project Plan, Stage gates, Risk and Issue log

The Project organization was re-structured and was promoted to Program Manager, coordinating several projects for Philips:

- Hungary (Batta): Lighting and CL implementation
- Czech (Bor): Lighting implementation
- Italy: Lighting implementation
- Poland (Pila): new WMS system implementation

I led and coordinated a team of 18, with interim responsibility the operational FTEs too, altogether 40 people. My responsibility as a program manager was:

- manage the program by the plan, keeping deadlines, keeping budget and the scope
- coordinate the work of the project teams
- discuss and review it with Philips on a daily, weekly, monthly basis
- prepare and chair the Steerco meetings with the Customer, on a monthly basis

I reported to the Project Sponsor of Philips in Eindhoven.

#### **ACCENTURE, UK / Ireland Consultant 2007 March – 2009 March**

Accenture is a global management consulting company, one of the Big 5.

The consultancy work is managed and organized by Projects at Accenture. These projects are dedicated to an exact piece of work, for a determined period. The consultants work on different projects, one following another. A project can last any time between 3 weeks to 2-3 years, yet typically 3-6 months.

I worked as a Consultant at Accenture, was part of the Supply Chain & Logistics practice.

My Projects at Accenture:

1. <b>DELL, Limerick, Ireland / Lodz, Poland</b>	<b>2007 June – Sep</b>
Role: Project Management Office Support	
2. <b>HSE (Health Service Executive), Dublin</b>	<b>2007 Sep – 2008 Feb</b>
Role: Program Manager	
3. <b>MARKS &amp; SPENCER, UK, London Headquarters</b>	<b>2008 Feb – 2008 March</b>
Role: International Network Designer	
4. <b>MICROSOFT, Ireland, Dublin Headquarters</b>	<b>2008 March – June</b>
Role: Project Management Officer	
5. <b>ETS, UK, Leeds</b>	<b>2008 June – July</b>
Role: Database Management	
6. <b>IQNavigator, Dublin</b>	<b>2008 Nov – 2009 March</b>
Role: Deployment Lead for Ireland	

#### **DHL –Business Development Manager, Central Eastern Europe 2003 Sep – 2005 Dec**

**My tasks were:** planning and development of new contract logistics operations. At this job I worked not only in Hungary but in **CEE regional scope**, I worked on **Polish, Czech, Slovak, Hungarian, Ukrainian, Romanian, Bulgarian and former Yugoslavian** markets.

Main projects:

- **SAMSUNG** – setup an European DC in Slovakia (Galanta)
- **REEMTSMA** – setup a DC to supply the Hungarian market and organizing domestic distribution

#### **TIBBETT & BRITTEN Hungary – Business Development Manager 1999 Sep – 2003 Sep**

T&B was a UK based **Logistics Service Provider** Company and was present in 34 countries with 33.000 employees. In Hungary T&B was market leader logistics provider with 1000 employees and operating 80.000 m2 warehouses on 4 sites. In 2004 Exel acquired T&B and later Deutsche Post acquired Exel, so now T&B is integrated into Deutsche Post.

The core competence of the company is: **contract logistics**: warehousing, domestic and international transport, value added services.

**My achievements:**

- ✓ **Planning** of new potential businesses, **Supply Chain Design – Logistics Engineering**
- ✓ **Completing tender processes** until sign of contract
- ✓ **Gaining new businesses to the company**
- ✓ Having won a new business: executing the **Implementation project**
- ✓ **Process Development of the existing businesses**

#### **Commercial tasks:**

- ✓ **Budget planning of new businesses.**
- ✓ Participation in **creating the yearly Strategic and Business Plan of the company.**
- ✓ **Contract negotiation** with the new customers: **Pricing, Service Level Agreement, KPIs, responsibilities, other conditions.**
- ✓ **Budget control** and **P/L responsibility** for the new businesses.
- ✓ Accomplishing **Business Review Meetings** with Customers

#### **Operational tasks:**

- ✓ **Supply Chain Design**, planning of new operations
- ✓ **Implement new operations:** managing complex implementation projects
- ✓ Development of existing operations:
  1. **Evaluate and Audit** the as-is processes
  2. Restructure, **plan and design** new processes
  3. **Implementation** of new processes in order to optimize the flows, to gain synergies, to find cost-saving potentials; generally to make the operations more efficient.

#### **Main projects at T&B:**

##### ▪ **UNILEVER**

A 50.000 m2 warehouse was operated for Unilever in Hungary including domestic distribution and export / import procedures to CEE countries.

##### ▪ **GLAXOSMITHKLINE**

**Context:** GSK decided to outsource the Logistics from Hamburg to Eastern Europe in order to be closer to the markets and establish a more cost-effective operation for warehousing. The project scope covered moving the Hungarian and Southern European stock from Hamburg to Budapest, to setup a new warehouse and operations, to organize the Domestic Distribution and the Regional export shipments to Romania, Bulgaria, and former Yugoslavian countries.

**My task was:** I was the Project Manager at T&B being responsible for:

- Plan and design the warehouse operations, the layout, processes in line with the requirements of the Pharmaceutical Authorities and Customs
- Planning the international distribution flows (the project covered 10 countries)
- Budget planning of the whole project, Profit and Loss responsibility
- Leading the Contract negotiations: defining SLA and KPIs, Pricing, terms
- Managing the Stock Move itself from Hamburg to Hungary
- Managing the Implementation project (1,5 year).
- Having completed the implementation, I kept on working as a Key account Manager for GSK for 1 year.

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#### **TRAININGS and CERTIFICATIONS:**

**Clarity PPM training**

**Data Analyst (SQL, Power Query, Power Pivot, Power BI)** – Webuni, 2022

**Agile Project Management, Scrum Master**

**Project Online tool training**

**PRINCE 2**

– **Hydro 2022**

– **Webuni, 2022**

– **British Petrol (BP) internal training 2021**

– **British Petrol (BP) internal training 2021**

– **Masterfield, Budapest, 2013**

**ZDS (Zero Defect Startup) Project Mgmt**  
**Fulfill Demand School**  
**Core Consultant School**  
**Six Sigma Training and Qualification (Green Belt)**  
**Effective Business Presentations**  
**Effective Sales Negotiations, Value Selling**  
**Personal EQ Profile, Working in a team**  
**Leadership, Motivating**

– CEVA, Prague, 2011  
– Accenture, Chicago, 2008  
– Accenture, Chicago, 2007  
– Accenture, Dublin, 2007  
– HPS, Vienna, 2005  
– Thetis Akademie München, 2004  
– TMI Hungary Kft. 2002  
– Easy Learning Kft. Hungary, 2001

**Working attitude:**

- Structured thinking
- Consequent executing
- Helicopter view
- Putting order into chaos
- Open / straight communication
- Efficiency
- Time management excellence
- Commitment to success, enthusiasm
- Positive, optimistic attitude
- Team spirit
- Stress resistant
- Common sense – simplification
- TMI: Red
- MBTI: ESTJ

**References:**

<b>Tamás Borsos</b>	- Hydro, GBS
<b>Alex Guinness</b>	- BP GBS Budapest, Head of Automation
<b>Miklós Schmidt</b>	- Mylan GBS, SSC Site Director
<b>Henric Olson</b>	- ESAB, Europe Financial Director
<b>Bart Jongen</b>	- Philips project, Program Director
<b>Peter Smyth</b>	- Accenture, Senior Executive, UK/Ireland