# DENNY PINCIC E: denny.pincic@gmail.com M: 0402 486 071

# Professional Summary

A meticulous and results focused professional who undertakes complex assignments, meets tight deadlines and delivers superior performance. Over 18 years’ experience across a diverse range of industries including banking, superannuation, telecommunications, utilities, retail, insurance and manufacturing. Proficient in clarifying business requirements, performing gap analysis between goals and existing procedures/solutions, and designing process and system improvements to increase productivity and reduce costs. Strong interpersonal skills, highly adept at facilitating discussions and negotiations with stakeholders. Operates with a strong sense of urgency, thrives in fast paced settings and can adapt to different methodologies. Areas of expertise include:

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| --- | --- | --- |
| * Business Analysis * Business Process Management / Architecture * Stakeholder Management | * Process Analysis & Reengineering (Green Belt); Black Belt (In Progress) * Business Transformation | * Organisational Change Management * Data Analysis * Continuous Improvement |

# Education

Monash University 1997 - 2001

Bachelor of Science / Bachelor of Engineering (Hons)

Majors: Science – Mathematics/Statistics, Engineering – Mechanical

# Work Experience

Senior business analyst (CONTRACT) – CBUS Super – August2021 – current

The Superior Experience Program is bringing the future experience of the members and employers to life. It is about creating a better lifelong service experience for members and employers across all chapters of their journey from onboarding to retirement. It supports member and employer facing teams build capability and continue to deliver the best possible outcomes, as well as implement a best practice service model and technology that is scalable and extendable to support post-merger and acquisition integration.

Responsibilities

* Partner with the business to understand, elicit, analyse, document and communicate business requirements
* Enhance business systems by providing information about business needs and priorities and analysis best-practice methodologies and processes
* Support projects by undertaking the required analysis and conducting business and process impact assessments
* Assist in establishing and collecting metrics to measure progress towards defined business outcomes
* Conduct current state assessment, opportunity assessment, cost/benefit analysis and feasibility assessments
* Initiate and lead continuous improvements in processes by eliminating redundant activities and artefacts from business processes
* Identify and ensure risks, assumptions, issues, and dependencies are appropriately captured and managed
* Influence senior-level thinking and stakeholders as well as support Project Managers and business owners
* Support training requirements by developing the required artefacts

Achievements

* Developed requirements and process for the Salesforce implementation within the insurance team
* Reengineered the complaints process to take into consideration RG271.
* Documented requirements and processes to transition business functions to the fund administrator
* Conducted multiple discovery investigations to analyse the current state processes and propose business improvements, system improvements and organisational change recommendations.
* Developed process and requirements for Media super merger.
* Supported multiple business units implement organisational structure changes

Senior business analyst (CONTRACT) – Coles – April 2021 – August 2021

The Fresh Produce Easy Ordering aims to centralise the control of the replenishment model to provide increased efficiency in one of the most complex supply chains. The program will optimise the end-to-end supply chain planning for fresh produce categories as well as the long-term inventory planning capabilities. The solution plans to service all supermarkets nationally and the fresh produce distribution centres, driving better customer service, reduced food waste, and improved supplier collaboration.

Responsibilities

* Conduct site visits to analyse resources and established processes
* Meet various Business Units to discuss areas of focus and improvement
* Interview staff and management to determine the efficacy of personnel
* Gather and processing data to identify process performance areas
* Design workflow and process strategies to improve business performance
* Develop business requirements documentation
* Liaise with software vendor to review/discuss business requirements
* Oversee the implementation of revised company processes and workflows

Achievements

* Facilitated workshops to document current state processes and design future state processes
* Presented future state processes to key stakeholders in impacted business units for approval
* Documented business requirements based on the approved future state processes

SENIOR business / process analyst (contract) – MLC Life Insurance – May 2019 – April 2021

The final two phases of the Sanagi program include the migration of the Retail customer data and additional core capabilities to the new ecosystem, including the migration of the last five legacy policy administration systems from NAB into MLC Life Insurance.

Responsibilities

* Facilitate workshops, interviews with stakeholders to elicit business process requirements for all products and related policies currently administered NAB legacy Policy Administration Systems and applicable ecosystems
* Conduct process design review workshops to ensure solution governance
* Identify process improvement opportunities where system automation can remove manual activities
* Prioritise tasks and facilitate discussions to resolve problems and investigate risks
* Support the technical team in any relevant migration planning and documentation
* Develop strong working relationships with internal and external business stakeholders.
* Develop knowledge and training documentation, and support implementation teams to ensure successful delivery of solutions
* Develop transition state end to end process maps

Achievements

* Led all necessary process workshops with a variety of stakeholders
* Documented required processes using BPMN2.0
* Liaised with implementation partners to deliver playback sessions and value workshops for business teams
* Documented transition processes required to support the business during the cutover period

Senior business analyst / Project manager (CONTRACT) – Coles – December 2018 – May 2019

Coles is a leading Australian retailer, with over 850 supermarkets outlets nationally. The centralised technology team plays a key role in driving technology solutions across Supermarkets, Coles Express, Coles Liquor and Coles Online.

Responsibilities

* Lead the scoping and estimation of new projects/work requests for digital and mobile device solutions
* Develop business plans to obtain seed funding and further investigate technology solutions
* Coordinate multiple IT skill groups to develop solution options and budgets
* Facilitate discovery sessions to understand the business requirements
* Review the current state processes and develop future state processes
* Document business requirements/user stories/acceptance criteria
* Collaborate with developers to deliver the required solution

Achievements

* Implemented an improved time and attendance clock in/out functionality
* Automated the processing of overtime for CEXP employees eliminating the manual calculation by site managers
* Developed and improved compliance reporting for Store and Region Managers
* Led the requirements gathering for the real time updating of unit prices based on historical data for marked down items

SENIOR Business / process analyst (contract) – MLC Life Insurance – January 2018 – December 2018

Sanagi is a separation Program borne from the 80% divestment of MLC Life Insurance (MLCL) from NAB, effective from October 2016. The scope of the Program is to deliver the required technology and data for MLCL to separate from NAB which will migrate the data of over 1.5 million customers, making it easier to administer 650 products.

Responsibilities

* Facilitate workshops with business stakeholders to extract business processes and business requirements
* Document the end to end business requirements and process maps
* Challenge status quo processes to leverage new technology capabilities and positioning the organization for the future
* Liaise with the technology teams on the interfaces between the business processes and technical configurations
* Identify of regulatory, legal and contractual obligations and map the obligations to designed processes
* Collaborate with the Enterprise Architect to define business and application architecture standards and principles
* Perform process quality assurance in the business architecture toolset (Sparx EA) following defined process modeling standards

Achievements

* Developed detailed BPMN2.0 business process maps across multiple functional areas
* Documented the business requirements for designated functional areas to migrate over 700 Group Insurance Schemes with over 1 million members.
* Defined and documented supporting business rules across nominated functional areas
* Provided hypercare support to analyse and mitigate any issues post customer cutover
* Formalised the business process architecture
* Linked regulatory, product and contractual obligations to user stories and process maps

Business improvement Analyst (contract) – ANZ – October 2017 – January 2018

The Wholesale Lending Transformation domain exists to create a leading Wholesale Banking experience focused on lending for business customers that is globally consistent, competitive and flexible. The project’s key objective is to remediate key pain points and determine the most effective way to make the process easier for all users.

Responsibilities

* Document the ‘As-Is’ and ‘To-Be’ processes for the key credit events
* Identify the skills and capabilities required to deliver and maintain future state operational processes
* Establish roles, responsibilities and impacts to staff in alignment with the future state
* Document Business Readiness documentation to assist business transition

Achievements

* Liaised with key stakeholders to identify and develop solutions for captured pain points.
* Established process improvements to eliminate the top 5 user paint points

lEAD agile Business analyst (contract) – Coles (Coles Express) – December 2016 – September 2017

Coles Express (CEXP) is one of Australia’s leading fuel and convenience retailers, with over 690 sites across Australia. The Transformation and PMO team are responsible for taking the division on a journey by leading and delivering a wide range of digital projects across Coles Express (CEXP). As part of the Digitisation stream, projects have involved Mobile Application design, E-form design and development and an Online Non Inventory Ordering Tool.

Responsibilities

* Facilitate workshops to extract business requirements
* Document As-Is and To-Be process maps and identify process improvement opportunities
* Develop user stories and acceptance criteria
* Participate in Daily Scrum Stand Ups and iteration planning
* Assist in the delivery of Business Cases
* Liaise with IT to develop the cost-benefit analysis for proposed solutions
* Document end user training material

Achievements

* Successfully documented E-Form business requirements for the removal of fax machines from CEXP sites
* Improved and streamlined business processes to accommodate for the introduction of e-forms
* Successfully documented Online Non Inventory Tool (ONIT) business requirements and end to end processes
* Delivered end to end Customer Journey maps for the CEXP App
* Developed Phase 1 business requirements, process maps and wireframes for CEXP App
* Assisted the UX design for the mobile solution
* Mentored junior business analysts

Aglie Business analyst (contract) – Momentum Energy – July 2016 – December 2016

Momentum Energy is an Australian-owned energy retailer that prides itself on innovation and best customer service. The aim of the Alchemy project is to implement a Salesforce CRM solution to assist in growing Momentum’s customer base, by streamlining process across the organization.

Responsibilities

* Create unambiguous requirements in the form of stories
* Work with key stakeholders to identify and define achievable objectives for business needs
* Analyse the existing business environment to identify improvement opportunities
* Liaise with stakeholders and manage expectations
* Facilitate workshops with stakeholders across various business departments
* Document future state process encompassing business rules and compliance obligations

Achievements

* Delivered user stories and acceptance criteria for two functional streams
* Documented the future state process maps in ARIS for three functional streams
* Validated business rules and compliance obligations linking them to user stories and process maps

senior Business analyst (contract) – Australia Post - May 2016 – July 2016

Australia Post has recently sharpened its focus their e-commerce solutions to better serve their clientele. The aim of this program is to deliver a new ecommerce platform in an agile environment, which assists the delivery of key services and products to a targeted audience.

Responsibilities

* Work with Product owners to develop and continuously refine the Master User Story List/Product backlog
* Prioritise and elaborate Epics/Themes and specification of acceptance criteria
* Manage the link between the Product owners and development teams in support of an iteration manager for iteration planning, backlog management and estimation
* Provide input into integration, testing, data migration, change management and training
* Liaise with UI/UX/CX designers to achieve and optimum solution

Achievements

* Delivered clear and concise user stories and acceptance criteria
* Refined the Master story list and product backlog
* Documented the future state process maps in BPMN 2.0 notation

senior Analyst (contract) - NAB, Nov 2015 – April 2016

Right First Time for Customer (RFTFC) is a NAB wide initiative, focused on enabling the business to transform the end to end customer experience by getting things done ‘Right First Time’. The aim is to deliver significant improvement in a repeatable and sustainable way, delivering reduced customer effort, improved quality processes, reduced rework and reduced low value checking across Home Loan Applications.

Responsibilities

* Conduct thorough diagnosis of business processes and operations, document and present recommendations and provide detailed assessment of cost, benefits and risks
* Develop the business case
* Facilitate workshops with broad cross-section of stakeholders, customers and partners to deliver the right outcome for the customer
* Make practical use of Six sigma and Lean tools to investigate and improve business performance
* Work with the business to implement recommendations

Achievements

* Completed a business diagnostic that identified key business problems in the Home Loan Application process(Input Quality, High Lead times for decisions, High rework rates and ineffective workflow)
* Performed a root cause analysis to understand the underlying reasons for the business performance issues related to excessive ‘time to unconditional yes’.
* Facilitated workshops to design processes, operating models and document future state process maps
* Developed and implemented a cell based design, standard operating procedures and an inbound triage function that reduced ‘time to unconditional yes’ by 33% and increased the daily processing rate by 37%

ProJECT MANAger (contract) - Telstra, Jan 2015 – Nov 2015

Project IGLOO is a Knowledge Management Transformation project that aims to provide Telstra consultants (Contact Centre and Telstra Shop) with improved content, allowing them provide a high level of service to the customer. The Content and Transformation stream is responsible for successfully transitioning and improving the quality of the digital customer experience.

Responsibilities

* Manage a team of 10 copywriters convert existing content into the new knowledge management system
* Provide recommendations into the feasibility of new initiatives/programs through data retrieval and analysis
* Assist in the structure of programs and projects for efficient and effective operation within Channel Management
* Establish and maintain effective working relationships within the Channel Management team
* Participate in Sprint Planning, Daily Scrum Stand Up, and Sprint Retrospective meetings
* Participate in the development and grooming of Project Backlog Stories with business and technology partners

Achievements

* Completed the analysis on the most visited topics in Telstra’s existing knowledge management systems
* Developed the business process for the successful transition of content into the new knowledge management system
* Successfully led a team in migrating 130 topics of existing context

lead Business analyst (contract) - NAB, Mar 2014 – Jan 2015

The Payment Card industry Data Security Standard (PCI- DSS) is an information security framework for organisations that handle cardholder information. In 2010 Visa requested NAB report on its level of PCI-DSS compliance for its Acquiring Business and where areas of non-compliance were found, to provide a remediation plan to become compliant. The Business User Access review stream reviewed the business needs and use of cardholder data.

Responsibilities

* Lead the analysis and documentation in the Business User Access stream
* Define and agree with stakeholders, the criteria that will be used by NAB teams, to decide which business processes need to access credit card data
* Document business processes that have a legitimate business need to use credit card holder data
* Redesign business processes to remove the unnecessary use of credit card holder data
* Document technology requirements for any changes to systems, to support the reduced use of the credit card holder data

Achievements

* Successfully led the analysis in the Business User Access stream using an agile approach
* Documented and agreed on the criteria for critical acquiring business processes requiring the use of credit card holder data
* Redesigned business processes to remove the unnecessary use of the credit card number
* Delivered a risk assessment for the Business User Access stream
* Developed the current state findings report delivered to 11 departments

BUSINESS analyst (contract) - Department of Education and Early Childhood Development, Nov 2013 – Feb 2014

The Roadmap project was commissioned to conduct a detailed examination of the way the division captured, stored, managed and used information. It delivered over 200 opportunities for improvement across Services, Processes, and Technology. The program was a process driven business transformation that looked at 20+ disparate systems and 132 business processes.

Responsibilities

* Identify and document opportunities for process improvement across the division
* Develop and maintain the business process repository
* Participate and evaluate a Request for Tender

Achievements

* Developed process repository, documentation templates
* Developed the As-Is and To-Be process maps

senior Business analyst (contract) - Energy Australia, Aug 2013 – Nov 2013

The EnergyAustralia Integration Program (EAIP) involved integrating Ausgrid's customer base into EnergyAustralia, enhancing processes, structures, enablers and resources to support the larger mass market customer base.

Responsibilities

* Identify and develop business processes for EAIP
* Develop training material for front line staff
* Document transition plans that outline the activities to be performed by EnergyAustralia and Ausgrid pre, during and post Cutover

Achievements

* Designed transitional business process for use during cutover
* Documented the Go/No Go criteria for integration commencement

senior change analyst (contract) - NAB, Aug 2012 – Jul 2013

The Infrastructure Transformation Program was made up of 22 key projects where the Change and Communications team was responsible for the enterprise wide delivery of change management.

Responsibilities

* Develop stakeholder management plans, readiness evaluations and maintain an enterprise wide stakeholder matrix
* Perform business impact assessments, transition planning and training needs analysis
* Liaise with stakeholders to ensure seamless transitions to BAU
* Develop communication documents

Achievements

* Streamlined the printer refresh process across the enterprise
* Assisted in the NAB rollout of the ‘Follow you’ printing
* Successfully identified over 2000 NAB application owners for Windows 7 certification testing
* Assisted in the Window 7 laptop upgrade rollout

Business process specialist (contract) - Telstra, May 2012 – Aug 2012

Working in the Business and Product Engineering team, the project aim was to develop an end to end process and change requirements for the introduction of a new vendor (Riverbed) in the WAN Optimisation space.

Responsibilities

* Facilitate workshops to extract business process requirements
* Lead the design of the Riverbed proof of concept to enable integration with current systems
* Liaise with external vendors to ensure process requirement are satisfied
* Identify training requirements

Achievements

* Successfully developed the proof of concept processes for the Riverbed WAN Optimisation devices
* Developed the Phase 1 WAN Optimisation Support Plan

senior Business analyst (contract) - ANZ, Dec 2011 – May 2012

The Fulfilment Future State mortgage project aimed to deliver material changes across the end to end value chain including the transition to a national settlement services to increase ANZ control and deliver a seamless customer experience.

Responsibilities

* Document functional and non-functional business requirements
* Document functional specifications
* Lead the documentation of the future state document verification process maps
* Develop training material and UAT test scripts
* Develop the business continuity plan for the document verification function

Achievements

* Developed training material for Document Verification Officers
* Developed the Document Verification business continuity plan & Business Processes documentation
* Delivered training on the improved document verifications process

senior Business analyst (contract) - ANZ, Dec 2010 – Dec 2011

The Projects and Transformation team was responsible for the delivery of all major projects for Australia Operations, including off shoring, automation and process reengineering.

Responsibilities

* Develop business cases for potential offshoring
* Design efficient processes for implementation offshore
* Workshop facilitation extracting business requirements
* Establish Business Continuity Plans and measures of success for transitioned processes
* Document procedure guides and training documentation

Achievements

* Successfully transitioned 96 operational processes and reports to the existing Australia Operations Information Management team in Bangalore
* Successfully transitioned Late Stage and Commercial Collections from Bangalore to Manila as part of a Load Re-balance program

Lead Business process analyst (contract)- Lumo Energy, Aug 2010 – Nov 2010

Lumo Energy services over 440,000 customers in both electricity and gas. This project focused on establishing and re-designing business processes and liaising with IT to enhance system functionality.

Responsibilities

* Lead a team of Business Analysts in analysis of Sales and Fulfilment processes
* Identify and implement ‘quick win’ process improvements by facilitating process improvement workshops
* Update processes and work instructions where training gaps are identified

Achievements

* Led the analysis and documentation of 43 core Sales and Fulfilment processes
* Identified and implemented over half a dozen ‘quick wins’ which included 11.5% time saving in order fulfilment
* Created a central repository for Lumo business processes

Business process analyst (contract)- ANZ, AUG 2009 – Aug 2010

Project IRIS: The aim of IRIS project was to create a standard reconciliations framework and operating model to be applied globally across the division.

Responsibilities

* Facilitate workshops to determine the optimum reconciliation solutions
* Develop ‘To-Be’ processes and procedure guides for the system upgrade
* Document business requirements and user training material
* Liaise with external vendors to assist in process development
* Identify process improvement opportunities for existing manual processes

Achievements

* Successfully documented the current and future state processes for the system upgrade
* Delivered user guides to be used globally across reconciliation teams

Business process analyst (contract) - Superpartners, Apr 2009 – Aug 2009

Superpartners provide superannuation administrative services for over 6.1 million member accounts and 700,000 employer accounts. The ElectSP program of work was a core administration systems upgrade to replace 20 applications.

Responsibilities

* Define and document business requirements
* Facilitate workshops to assist in mapping the ‘As-Is’ and ‘To-Be’ processes and identify process improvement opportunities
* Develop functional allocation diagrams (FADs)
* Perform ARIS administrative duties

Achievements

* Developed and defined the level 4 and 5 as-is and to-be processes using ARIS
* Delivered the business rules required for funds moving to the ElectSP platform

Business analyst - The IQ Business Group (IQBG), Oct 2006 – Mar 2009

IQ Group is Australia’s trusted consultant and first choice delivery partner to the Superannuation and Wealth Management industry. They provide first-rate project delivery and independent expert advice on technology and processes.

Responsibilities

* Facilitate workshops to document business requirements and process documentation
* Liaise with stakeholders to assist in the optimum solution identification
* Utilise six sigma and Business Process Reengineering methodologies to improve client processes

Achievements

* Eliminated a manual time consuming contributions process saving operators approximately 1.5 hours (19%) per day.
* Developed the internal process engineering competency
* Assisted in the data clean-up on the ‘Unallocated Monies’ project for a financial services client. Performed data analysis, data validation, data clean-up and implemented new procedures for fund changes.

Process engineer - CSIRO, Mar 2002 – Sep 2006

The Production Efficiency Improvement Program for FIAA (Furnishing Industry Association of Australia), studied the productivity issues in the furnishing industry in Australia and recommended new manufacturing technologies and lean practices.

Responsibilities

* Review existing and implement new processes to optimise customer benefits
* Upgrade existing processes using continuous improvement, lean manufacturing and 5s philosophies and methodologies
* Develop strategies to deliver cost reduction

Achievements:

* Identified process inefficiencies to deliver turnover increase of 18%, 15% and 14 % in 6 months for 3 showcase clients
* Successfully implemented continuous process initiatives within a variety of manufacturing industries

# Referees

Available on request.