

Accomplished and motivated senior information technology manager with 20 years in the IT industry and over 15 years of senior level management experience, with demonstrated success in the design, development and deployment of large-scale enterprise applications and internet sites. I also have a detailed understanding of government compliance and IT governance.

A highly experienced project manager; I have a strong tourism industry experience and a significant internet and business systems application development background. Qualifications include a Bachelor of Science degree with Honours in Computer Science and I am a Member of the Australian Computer Society, and the International Federation Information Technology in Tourism.

A senior associate once described my greatest strength as simply 'you get things done and we can understand you'. They then went on to describe my technical competencies, but my strong leadership and communication skills provide the essential link to successful project delivery. In their mind, this is what set me apart.

PROFESSIONAL SUMMARY

Extensive and broad technical skill set including:

- ✓ Digital and business strategy development;
- ✓ Business analysis and business process re-engineering;
- ✓ Project and change management & delivery;
- ✓ Internet and digital media development;
- ✓ Requirements gathering and specification development;
- ✓ Tender process and acquisition;
- ✓ Contract negotiation;
- ✓ Performance management; and
- ✓ IT Management and Governance, including executive management of human and financial systems and resources.

Strategic Planning:

- Proven ability and extensive experience in developing and aligning digital & information strategies to corporate objectives and marketing programs.

Business Analysis:

- Over 20 years experience conducting detailed business analysis and business process review for government and large-commercial businesses.

Project/Change Management:

- Highly successful project management and delivery record, including numerous projects with budgets ranging between \$20k and \$1.5M.
- Proven project & change management abilities, that produces the highest quality project outcomes.
- Proficient in the use of technical project management tools such as MS Project.

Internet and Digital Media:

- Extensive involvement in the Internet since its inception and I have a history of delivering best practice web sites within a government, pseudo government and commercial environments, generating significant traffic from a diverse range of users with varied information needs.
- A portfolio of my website work is contained at the end of my resume.

Tender Process, Contract & Performance Management:

- Directed large tender processes, including the development of business requirements, specifications and tender documentation right through to acquisition and project delivery.
- Proven contract negotiation and management skills, including the development of contract specific KPIs and service level agreements.

IT Management and Governance

- Extensive IT management experience, including business management, resource management, help desk, and technical & business support services.
- Designed and implemented complex IT governance frameworks within government and private sector organisations. Conducted many peer reviews and provided extensive strategic business alignment and IT project management services.

Strong Leadership:

- A results driven leader, adept at directing teams, driving projects, delivering positive outcomes, and facilitating project ownership.
- Acumen for providing leadership to staff, senior management, industry bodies, and the government organisations.

Communication:

- Highly developed communication skills, report writing and presentation skills. Proven ability to present clear and concise reports, recommendations, and analysis.
- Confident and knowledgeable presenter and I have presented to large audiences in excess of 500 people, and high-level decision makers including company boards, politicians and state premiers.

CAREER SYNOPSIS	Cowry Online Consulting	2006 – Current
	Online Tourism Consultant, TTNQ & TEL	2006 – 2007
	Event Director, Australian Multisport Championships	2001 – Current
	Manager Online Tourism, TTAS	2003 – 2006
	Chairperson ATDW Steering Committee	2002 – 2004
	ATDW Management Committee	2002 – 2004
	Manager Electronic Distribution, TTAS	1998 – 2003
	Computer Systems Officer, TTAS	1991 – 1998
	Information Technology Supervisor, UTAS	1990 – 1991

PROFESSIONAL EXPERIENCE

Principal Consultant

Cowry Online Consulting

Current

The Business

Cowry Online Consulting is my own business focused on delivering high quality digital, project and business management services, primarily to clients in the Australian tourism industry. Cowry Online Consulting is committed to delivering the best outcomes for all of our clients.

Key Responsibilities

As the business owner and principal consultant, I specialise in a

- ✓ Digital and business strategy development;
- ✓ Business analysis and business process re-engineering;
- ✓ Project and change management & delivery;
- ✓ Internet and digital media development;
- ✓ Requirements gathering and specification development;
- ✓ Tender process and acquisition; and
- ✓ Contract negotiation.

Significant Achievements

- Secured a significant number of contracts with state and regional government organisations as well as private companies to undertake a broad range of activities including project and change management, digital strategy development, business analysis, IT management & web site reviews, web site development and maintenance, and digital marketing.
- Project Director for an \$800k multi-dimensional project for the South Australian Tourism Commission (SATC), including the analysis, specification, selection and implementation of new technology to support the operation of the South Australian Visitor & Travel Centre (which includes a small 20 seat call centre).

- Review and implementation of IT Governance best practice for a number of my clients including the SATC.
- The identification and management of significant changes to the operation of SATC's web and digital distribution environments, including complex interdependencies and data migration requirements.
- Strategic planning and development of training materials for the Tasmanian Visitor Information Network.
- Developed and presented a number of educational workshops for the Hotel and Motel Association of Australia, the Australian Tourism Export Council and various Backpackers Organisations across Australia; on the benefits of digital distribution, online booking systems, customer behaviour in a digital environment and e-marketing.
- Work undertaken for my major clients includes:
 - **TTNQ:** Online Strategy Development, Web Development, Digital Marketing Program, Implementation;
 - **SATC:** IT Governance review, Business Analysis and process re-design, Contract and Tender Management, Supplier Management, Project and Change Management;
 - **Tourism Palm Cove:** Web Development, Online Marketing;
 - **Tasmanian Visitor Information Network:** Business Analysis; Website Review, Strategy Development, Training Services.

Online Tourism Consultant

2006 - 2007

Tourism Tropical North Queensland (TTNQ) / Townsville Enterprise Limited (TEL)

Key Responsibilities

As the IT Manager for the project, I was responsible for the \$1.5M IT Platform project budget, reporting to the Project Director. My key responsibilities included:

- ✓ Business analysis and business process re-engineering;
- ✓ Project and change management & delivery;
- ✓ Internet and digital media development;
- ✓ Requirements gathering and specification development;
- ✓ IT Governance;
- ✓ Tender process and acquisition; and
- ✓ Contract negotiation.

Significant Achievements

- As the sole IT resource working on the project, I was responsible for the IT Project component delivery, and was involved in all areas of the project including regional development, marketing, and communication. Total Project Budget was in excess of \$6M.
- Development of complex business requirements in two very different corporate membership based businesses; neither had any internal IT expertise; both had very different requirements; and the business locations were over 400km apart.
- Stakeholder management of the two joint venture organisations who each wanted to secure my time to priorities their activities. This project was a significant exercise in communications and stakeholder management.
- Subcontractor management involving complex integration requirements and development.
- Lead the entire project through the System Development Lifecycle.
- Over-delivery on the systems developed and delivered during the 16 month term of the contract, including the following range of business and web related systems:
 - Great Tropical Drive Website;
 - TTNQ Consumer Website, www.tropicalaustralia.com;
 - TTNQ Corporate Website, www.tropicalaustralia.com/corporate;
 - TEL Corporate Website, www.townsvilleonline.com.au;
 - Corporate Intranet development for both TTNQ and TEL;
 - Online Travel Booking System Deployment to over 200 regional tourism operators, and distributed via consumer facing websites and regional Visitor Information Centres;

- Customer Relationship Management System with integrated membership management functions;
- Complex functional and data integrations between several system components for login management, online bookings, content sharing, financial management, and HR workflow;
- Membership management applications;
- E-Commerce, Online Payroll Management and Employee Self Service applications.

Event Director

2001 - Current

Australian Multisport Championships (Freycinet Challenge)

Key Responsibilities

As one of the Event Directors I was responsible for the on-ground co-ordination of volunteers, safety personnel and competitors, including:

- ✓ Event development and marketing, community liaison;
- ✓ Landholder liaison;
- ✓ Sponsorship management;
- ✓ Course setting and safety; and
- ✓ Event organisation including on ground logistics.

Significant Achievements

- Developed the event into the nationally recognised "Australian Multisport Championship".
- Over the past nine years (2000 – 2009) we have achieved significant event growth, and the event is now the largest of its kind in Tasmania.
- Managed the event through a difficult period when it was nearly impossible to secure the appropriate insurance cover.

Manager IT & Online Tourism

2003 - 2006

Tourism Tasmania, Hobart

Key Responsibilities

Provide innovative leadership in the development and alignment of Tourism Tasmania's IT and online tourism strategies with corporate objectives and integrated marketing programs, including the following responsibilities:

- ✓ Business Systems and Information Technology management;
- ✓ Identified, planned and managed e-business, electronic distribution and Internet opportunities and projects for Tourism Tasmania and the Tasmanian tourism industry;
- ✓ Provide direction and leadership to staff, senior management, industry, and the government through the development and implementation of the online tourism strategic plan, policies and procedures; and
- ✓ Represented Tourism Tasmania on the National Online Strategy Committee.

Significant Achievements

- Managed Tourism Tasmania IT operations including the human and financial resources Online Tourism and TigerTOUR programs for over six years. Reporting directly to the CEO, I was also responsible for the management of the financial resources and allocation of resources for the IT section within the Communications and IT unit, including six staff members (budget in excess of \$1M PA).
- Member of Tourism Tasmania's senior management team.
- Directed the successful start-up of an Internet Marketing Strategy which doubled traffic to Tourism Tasmania's consumer website, DiscoverTasmania.com, within the first six months of operation.
- Developed DiscoverTasmania.com into the primary web site for the state of Tasmania. DiscoverTasmania.com ranked third in comparison to other states and territories websites, and was the best performing Tasmanian Government websites.
- Expanded the range of industry integration opportunities with Tourism Tasmania's internal systems through the intelligent use of technology; enabling travel trade and tourism suppliers to more efficiently do business.
- Project managed the introduction of customer relationship management system and processes in Tourism Tasmania's distribution unit, Tasmania's Temptations Holidays, which included a 90 seat call centre. This was an \$800,000 project.

- Developed extensive consumer research capability to enable targeted and relevant content development and marketing.
- A key leader in the formation of the Australian National Online Strategy Committee.

Chairperson ATDW Steering Committee

2002 - 2004

Australian Tourism Data Warehouse

Key Responsibilities

Chairperson of the ATDW Steering Committee for over two years during which time I also sat on the ATDW Board.

Significant Achievements

- Appointed through respect earned from my association with the ATDW project since its inception. I am well recognised as one of the experts on the project as were my technical understanding, business acumen, and leadership abilities, as well as having the confidence of my peers.
- IT Governance review resulting in the formalisation of the committee structure, reporting and re-focusing of the steering committee away from the technical to a business focus.
- Formation of the Management Committee to ensure the continued cohesiveness, and appropriate management of the ATDW Development Team.

ATDW Management Committee

2002 - 2004

Australian Tourism Data Warehouse

Key Responsibilities

As a member of the ATDW Management Committee I was responsible for:

- ✓ General management of the ATDW Development Team;
- ✓ Prioritisation of development tasks;
- ✓ Providing direction and support to the Development Team; and
- ✓ Staff contract negotiation and facilitation.

Significant Achievements

- Conducted a formal review of the ATDW development team which revealed, that the haste in which the team was established, along with some cultural attitudes compounded by a lack of direction, caused significant instability. Following the implementation of series of recommendations the Development Team was turned into a cohesive and well-structured group focused on achieving the key objectives of the ATDW.
- Responsible for the management of a team of 10 developers based in Brisbane and moulding them into a cohesive team.
- Facilitated many of strategy and business planning sessions for the ATDW Company.
- Facilitation of the relocation of the staff to new premises. While not a difficult task, the cultural benefits that were been delivered were excellent. During the move I negotiated a significant saving in the purchase of office equipment and computer hardware from the previous building owners.

Manager IT & Electronic Distribution

1998 - 2003

Tourism Tasmania, Hobart

Key Responsibilities

Provide innovative leadership in the development and alignment of Tourism Tasmania's IT and distribution strategies, through:

- ✓ Business Systems and Information Technology management;
- ✓ To strategically manage Tourism Tasmania's Electronic Distribution Section; and
- ✓ To provide high-level planning, policy, research, technical and operational expertise to support the electronic distribution services and on-line developments for Tourism Tasmania and the Tasmanian tourism industry.

Significant Achievements

- Positioned Tourism Tasmania as a leader in the adoption of innovative technology solutions and was as an expert in this field, notably:

- Tasmania was the first state to adopt ATDW as our local tourism product database; and
- Tasmania was the first state to use the ATDW data on consumer websites.
- Developed and implemented the Strategy for Electronic Distribution within the organisation, putting Tasmania forward as a world leader in the delivery of e-business to trade industry and consumers.
- Managed the implementation of the Discover Tasmania website, and delivered on time and in budget a tool that has provided consumers access to an excellent resource for planning a holiday to Tasmania.
- Managed the closure of the Hobart Travel Centre and the re-deployment of the staff to information services roles under my direct management. This was a complex process involving several staff redundancies and associated human resource issues.

Computer System Officer
Tourism Tasmania, Hobart

1991 - 1998

Key Responsibilities

Manage the technical administration of Tourism Tasmania's IT systems, responsibilities included:

- ✓ IT helpdesk support;
- ✓ IT Infrastructure design, deployment and support;
- ✓ Project management;
- ✓ Provide specialist knowledge and advice on integration opportunities between Tourism Tasmania's online information systems and manage the implementation of these solutions; and
- ✓ Providing support and specialist advice to Tourism Tasmania staff and the Tasmanian tourism industry in relation to online information and business systems.

Significant Achievements

- Delivered many successful IT projects over a period when technology improvements were being made extremely rapidly.
- High performer selected for higher management potential and management acceleration through:
 - Understanding of the tourism business imperatives and the use of technology to support the business;
 - IT knowledge and hard working trait;
 - Implementing comprehensive customer support programs and delivering above expectations; and
 - Being available, and delivering to tight schedules and unique circumstances.

Information Technology Supervisor
University of Tasmania, Hobart

1990 - 1991

Key Responsibilities

Tutoring Undergraduate Students
Assignment marking/assessment

EDUCATION BACKGROUND

Tertiary

Degree of Bachelor of Science with Honours

1987 - 1991

University of Tasmania, Hobart
Honours Year: Computer Science,
Majors: Computer Science, Chemistry

PERSONAL PROFILE

I am married with two young children, and along with my family I have many interests in outdoor pursuits. I regularly compete in kayaking, mountain biking, running and sailing events.

REFEREES

I would request that the referees supplied are only contacted with my prior knowledge. Please let me know should you wish to contact any of the following so that I can advise them of an expected request.

Heather Shepherd Formerly Digital Manager
South Australian Tourism Commission
shepmh@bigpond.com

Rob Giason Chief Executive Officer
Tourism Tropical North Queensland
Rob.Giason@tnq.org.au
07 4015 1200 (w) 0419 005 775 (m)
(Former CEO, Tourism Tasmania)

John McIntyre Project Director
Great Tropical Drive Project
John.McIntyre@tnq.org.au
07 4015 1202 (w) 0407 579 619 (m)

Graham Bombell General Manager (now retired)
Australian Tourism Data Warehouse
bombell@attglobal.net
02 9948 7683 (h) 0407 755 938 (m)

PORTFOLIO

The following are recent samples of my work related specifically to my website implementation, development and management skills:



Tourism Tasmania
Consumer Website (1998-2006)

- ✓ Project Management
- ✓ Website Development
- ✓ Systems Integration
- ✓ Information Architecture
- ✓ Website Maintenance
- ✓ Content Management
- ✓ Online Marketing



Tourism Tropical North Queensland
Consumer Website (2007-2009)

- ✓ Project Management
- ✓ Website Development
- ✓ Systems Integration
- ✓ Information Architecture
- ✓ Website Maintenance
- ✓ Content Management
- ✓ Online Marketing



Tourism Tropical North Queensland
Corporate Website (2007-2009)

- ✓ Project Management
- ✓ Website Development
- ✓ Systems Integration
- ✓ Information Architecture
- ✓ Website Maintenance
- ✓ Content Management



Townsville Enterprise Limited Corporate Website (2007)

- ✓ Project Management
- ✓ Website Development
- ✓ Systems Integration
- ✓ Information Architecture
- ✓ Website Maintenance



Planet Safe Partnership Consumer and Industry Website (2008-2009)

- ✓ Website Maintenance
- ✓ Content Management
- ✓ Hosting Services



Tourism Palm Cove Consumer Website (2009)

- ✓ Project Management
- ✓ Website Development
- ✓ Information Architecture
- ✓ Website Maintenance
- ✓ Content Management
- ✓ Online Marketing
- ✓ Hosting Services



Wildside MTB Competitor Website (2002-2009)

- ✓ Web Development
- ✓ Website Maintenance
- ✓ Content Management