ALAN G. PAYNE

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EXECUTIVE PROFILE

A senior "C" level technology/business director & qualified Chartered Management Accountant, with a proven commercial track record of successfully delivering medium to very large scale programs. Experience includes over 20 years in Healthcare, Banking, Insurance & Capital Markets, bringing innovation, vision, knowledge, drive and the ability to deliver globally across multiple business and support functions. Vendor negotiation & partnership building with 3rd party organisations are particular skills, enabling organisations to maximize their opportunity & get best possible value. Recent experience has highlighted an ability to grow & deliver sophisticated e-Health SOA solutions in a high pressure & diverse software business development environment in multiple Asian cultures & organizations. An in-depth knowledge of the Asian & global health industry has provided me insight on future trends & opportunities. Expertise is particularly strong with Oracle & related technologies having done two "tours of duty" there, across Applications, Fusion Middleware & Database.

PROFESSIONAL EXPERIENCE

HEALTHE SOLUTIONS PTY LTD, Australia   **April 2006-present**
Chief Innovation Officer & Head of ANZ Business Development
Built and delivered a web based Personal Health System in latest generation standards HL7v3 based SOA for consumer & Clinician use, & integrated into multiple external applications using web services. I was responsible for all product development & technology, ensuring quality, budgets & timeframes are delivered. I started the team from 2 people to 50+ in Singapore & Australia, recruiting, developing & retaining top talent. I created over $60MM of pipeline in ANZ & enabled the sale of the National Health Portal to the Singapore government.   The technology used included latest generation identity management, web service orchestration & services, storage & infrastructure architectures.

ORACLE CORPORATION, Singapore   **August 2004-February 2006**
Vice President, Asia Pacific Financial Services
Responsible for a direct 150+ person organization, across 29 countries in Asia Pacific, driving strategy & revenue growth & margin performance in Banking, Insurance & Capital Markets. Increased total revenue to over $80MM in first financial year of joining, & responsible for $106MM target in following year. Successfully grew the more complex applications business by 254% year on year. Built significant partnerships with key technology & applications vendors to expand the solutions available to clients. This has provided me a strong insight into how to maximize vendor relationships with key knowledge about sales cycles & performance targets.

JPMORGANCHASE, New York, NY   **March 2002-June2004**
Managing Director & CTO, Global Finance Technology
October 2003 to June 2004
Responsible for all technology planning, architecture & design for transforming & re-engineering the 4000+ person global Finance & Operations (Retail, Wholesale & Investment Banking) functions in 50+ countries. Establishing all teams, operating models & protocols to enable a controlled migration of legacy to state of the art, world class business processes and ensuring all finance technology meets business requirements, with minimal customizations. Successfully managed team of 700+ direct resources, plus virtual responsibility for another 300+, in cross-functional, location and organizational groups.   Continued to pioneer pre-eminent relationship with multiple vendors to deliver major components in their architecture to satisfy Financial Services requirements.

March 2002 to October 2003

Recruited to create Global Finance Architecture program, to replace 400+ legacy finance systems, and reduce annual technology run rate of over $250MM pa. Defined problem statement, established ROI based business case, defined solutions (alternatives), created team of over 400+ multi-disciplinary professionals from scratch in 6 months to deliver an STP financial systems environment with fewer than 20 systems with target run rate of less than $40MM p.a. in a highly integrated solution, from Data Acquisition, Middleware, ERP, MIS, Local/US GAAP and Portal Delivery. Syndicated approach to Executive Board, all levels of management and staff globally to achieve buy-in to multi-year investment. Developed extremely close relationship with Oracle development to build requirements into core product.

MERRILL LYNCH & CO, New York, NY   **September 1993 to March 2002**

DIRECTOR, FINANCE TECHNOLOGY (October 1997 –March 2002)

November 2000 to March 2002

Responsible for centralizing Oracle eBusiness suite environments to a single environment. Established a team of 60 cross-functional & technical personnel, re-defining the business flows from data capture to information delivery, leveraging workflow & standardizing the business practices/policies in over 40 countries worldwide.

October 1999 to October 2000

Global director responsible for moving to a daily financial close, incorporating all business processes and technology from trading prime source to middle office to consolidation in Capital Markets, Private Client and Asset Management Groups. Initiated this multi-million dollar project, from inception and funding to cross-functional team building, leveraging off existing developments and technology. Included migration strategy, analysis, design, solutions and implementation for products groups, legal entities and Inter-company components. Established a concise project control and governance model to administer resources and monitor progress.

October 1997 to September 1999

Successfully implemented Oracle eBusiness suite in multiple global locations for Purchasing, Accounts Payable, Project Accounting and Fixed Assets, plus associated end user tools. Responsible for migrating expense control mechanisms from the legacy M&D environment to current relational ERP software within ten months, providing significant productivity gains leveraging a single consistent platform. The next fourteen months consisted of establishing and implementing re-engineering efforts to maximize the new architecture, with hard and soft dollar savings of over $20MM with examples being re-negotiations with vendors, prompt pay discounts, lower administration costs (including metrics tracking) vendor consolidation and outsourcing. Established close relationship with Oracle development to incorporate requirements into core product.

VICE PRESIDENT, FINANCE TECHNOLOGY (September 1993 to September 1997)

May 1996 to September 1997

Responsible for all European and African Financial Systems, setting strategy, monitoring progress, resource management, managing transition of key processes, production support and alignment of business requirements to systems and process delivery. Implemented a standardized Oracle eBusiness General Ledger, Accounts Payable and Fixed Assets in six European locations in a single instance, generating significant savings in operations costs. Facilitated multiple reporting needs using OLAP technology for budgeting, forecasting and same day functions.

October 1995 to April 1996

Integration manager for bringing the Smith New Court business operations and finance functions into the Merrill Lynch & Co European environment. Successfully merged two companies with significantly different cultures and functions into a single operating environment within 7 months.

September 1993 to September 1995

Group Systems Manager for Smith New Court, plc (prior to Merrill Lynch & Co takeover) for technical and functional delivery of settlement and financial systems. Chief Architect for the design and delivery of a multi-currency, multi-entity management and financial environment meeting legal, budgeting, forecasting, management, tax, treasury and regulatory requirements from a single source. Functions included business analysis, solutions design, package evaluation, technical specifications, code generation (Cobol, SQL, CASE), documentation (functional and technical), project management, testing and production. Designed and specified the hardware platforms for the Sun Accounts, Oracle and Holos OLAP architecture.

ORACLE CORPORATION (UK), PLC   **November 1991 to August 1993**
FINANCIAL SYSTEMS MANAGER
<u>November 1992 to August 1993</u>
Rationalized the internal financial systems to utilize their own suite of products, Order Management, Inventory Management, Accounts Payables, Fixed Assets, General Ledger, Budgeting and OLAP tools for data warehousing. Installed all modules to a standard high enough for use as a reference site. All development was done with CASE methodologies in nine months.

<u>November 1991 to October 1992</u>
Consulted at several companies, such TSB plc, Boots plc and The Body Shop, plc for strategic use of Oracle and OLAP integration with legacy environment, at over fifteen companies.

ABBEY NATIONAL BANK, PLC   **September 1989 to October 1991**
MANAGER, DECISION SUPPORT SYSTEMS
Designed and developed the informational requirements and technical delivery of the executive information systems used by senior managers to run their retail banking operations and group accounting functions. This included obtaining user specifications, creating technical requirements, product selection, build monitoring, programming, testing and production. Technical platform was Oracle and Express OLAP (now Oracle Express), with Cobol interfaces from legacy environment. Replaced to legacy bank retail ledger on Unisys Mapper onto the Dun & Bradstreet MSA ledger. Involved programming in Mapper, Demand and Cobol for data extraction and validation for over one million customer accounts.

PINE STREET INVESTMENTS, LTD (Subsidiary of AIG, Inc)   **August 1987 to August 1989**
FINANCE MANAGER
Developed small to medium accounting and business solutions to the venture capital start-up companies invested in by AIG in Europe. Responsible for designing business requirements and providing fast solutions with package solutions, and interfacing results to the investment portfolio system. Provided line accounting support for legal and management reporting, and US GAAP to the parent company.

TECHNOLOGIES

Oracle
Oracle 11g E-Business Suite (& many previous versions, most modules), Payroll, Enterprise, Planning & Budgeting, Financial Consolidation Hub, Distribution, Oracle Discoverer, Financials Intelligence, OCS/Beehive, Oracle Banking (i-Flex), SOA, Identity Management, Oracle DB Enterprise Edition, Oracle BPEL Process Manager, Oracle Application Server, Enterprise Edition, Oracle Portal, Oracle SSO, Oracle BI Suite, OLAP, Oracle Lite, Content DB, Warehouse builder, Web center, Secure Enterprise Search, Tuning, Diagnostics, RAC, Grid, OCS External (User), Healthcare Transaction Base (HTB) & adapter, CRM (including iStore), Healthcare Transaction Base (HTB) & Healthcare adapter.

Project Management/Methodologies
UML, MicroSoft Project, PRINCE2, OpenWorkbench, Bugzilla, CMS, Oracle Collabsuite, Fogbugz, Six Sigma, Oracle Unified Method, Oracle Application Framework,

Other
JAVA, JDeveloper, UNIX, LINUX, MSOffice & many others.

EDUCATION

May 1988	Chartered Management Accountant	AIG (Pine Street Investments)
June 1985	B.A. (honours) 2:2 Accounting	Oxford Brooks University, UK