

# David P Jacobs BSc Hons, MBCS

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## SUMMARY

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- A versatile **Business Analyst** with project management capability, specialising in value maximisation
- Broad, extensive experience in many different business sectors and IT environments
- Reputation for delivering very high-quality results and significant business value to organisations
- Specialities include scope, business case, feasibility, project initiation (PID), stakeholder management, requirements gathering, gap analysis, business process analysis/modelling/improvement/reengineering (BPO), data analysis/modelling/migration, software product (COTS) selection, dealing with 3<sup>rd</sup> party IT suppliers, project leading/management, UAT, training, mentoring, business-IT alignment/mediation, workshop facilitation, business value/benefits/ROI maximisation, project troubleshooting/rescue
- Articulate communicator and highly effective mediator between IT and other/business departments
- Systematic approach with great attention to detail *and* taking the bigger picture into account
- Former 4GL/RDBMS analyst/designer/developer and marketing information analyst
- Professional Member of the British Computer Society (BCS) and its Project Management Group (PROMS-G), holder of BCS Certificates in Business Analysis (2016) and Modelling Business Processes (2016) and current member of and mentor for the International Institute of Business Analysis (IIBA)
- Accredited in Agile Business Analysis (AgileBA) by APMG via Knowledge Academy (2019)

## KEY ATTRIBUTES

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**Experienced in:** Waterfall, Software Development Life Cycle (SDLC), Business Value Maximisation Framework (BVMF)<sup>™</sup>, Relational Database Management Systems (RDBMS), Structured Query Language (SQL) per Sybase, SQL Server and Oracle, MS Office (Word, Excel, PowerPoint, Outlook), MS Visio, Business Intelligence/Insight (BI), management information (MI), data marts/warehousing

**Working knowledge of:** Agile (DSDM), PRINCE2, Axelos Best Practice, ERP, CRM, Managing Successful Programmes (MSP), Business Process Modelling Notation (BPMN), BPM, OJEU/RFI/RFP, Benefits Realisation Management (BRM), Management of Value (MoV), Change Management, UML/Use Cases, Lean Six Sigma, Student Record Systems (SRS): Banner, QL and SITS, Ellucian, Confluence, Triaster, Target Operating Models (TOMs), MS Access, Dynamics 365 CRM (cloud/Azure based), Project and SharePoint, Business Process Management (BPM), workflow, draw.io, OOAD, HTML, Primavera, BABOK, Capability Maturity Model Integration (CMMI), Conference Room Pilots (CRP), Systems Thinking, FSI Concept (CAFM), APIs

**Broad industry experience:** worked in private and public sectors including banking, insurance, pensions, universities/education, airports/airlines, the Post Office, payroll and charities

**Adept communicator and mediator:** used to operating at all levels, from directors/senior stakeholders to office/shop floor staff and from small companies to large corporations. Excellent at translating technical information for non-technical audiences and effectively conveying business needs to IT

**Successful thinker outside the box:** takes a holistic, original and creative approach combined with strong analytical skills. Quick to see opportunities to use methods to best effect. Knowledgeable about professional and personal performance and leadership techniques. Very practical and pragmatic. Have created many own techniques to enhance conventional IT/project methods to produce high levels of value

## CAREER HISTORY

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### 03/2021 – Present **Functional Consultant/Business Analyst The Pensions Regulator (TPR)**

- Supporting the Auto Enrolment (AE) programme with analysis and design for deployment of IT systems using MS Dynamics 365 CRM, Documentum and other mainly COTS based software
- Designing new processes for the IT Solutions Team to use to address business needs with maximum efficiency and effectiveness, mentoring team members and helping them to maximise business value

### 02/2020 – 02/2021 **Business Analyst/Project Lead Queen Elizabeth's Foundation (QEF)**

- Migrated data from Access to SQL-Server and business processes from Access to Dynamics 365 CRM
- Conducted ETL using MS Access utilities, SQL (with SQL Server Management Studio) and Excel
- Created business process models, functional requirements and design proposals for Dynamics CRM
- Used tools like SQL Server Import Wizard for data migration and Power BI for reporting
- Led resolution of process, function, technical and customisation issues with 3<sup>rd</sup> party IT supplier
- Supported in-house staff (IT and business) with mentoring, guidance and options analysis

- Documented all procedures created, produced project status report and detailed implementation plan to support migration of business processes to Dynamics 365 CRM

**03/2019 – Present Business Analyst/Value Maximisation Specialist MaxVal Analysis**

- Conducting research and development in business analysis and IT value maximisation, attending and speaking at events and webinars, offering consultancy and mentoring to business analysts and IT professionals to further their careers and capability to produce business value from IT
- Continuing to develop Business Value Maximisation Framework (BVMF)<sup>TM</sup>

**10/2016 – 02/2019 Business Value Maximisation Specialist Maximum Value Ltd**

- Continued to refine and market a mentoring service born in the 1990s based on an integrated self-authored set of business models and techniques to maximise the value of IT enabled process entitled Business Value Maximisation Framework (BVMF)<sup>TM</sup>; see [www.maximum-value.co.uk](http://www.maximum-value.co.uk)
- Evaluated a variety of methods and approaches, such as Agile, UML/OOAD, Prince2, MSP, etc. for ability to maximise value from IT enabled process and created enhancements to them in this respect

**07/2016 – 09/2016 Business Insight Analyst British Airways**

- Evaluated business requirements for Air Cargo traffic statistics and wrote Oracle SQL scripts for International Airlines Group (IAG) merger to show cargo traffic by airline capacity, revenue and cost

**07/2015 – 06/2016 Business Value Maximisation Specialist Maximum Value Ltd**

- Founded Do IT Better Consortium (DIBC); see [http://www.maximum-value.co.uk/assets/DIBC%20Inaug%20slides%20v0.4%20\(rmc\).pdf](http://www.maximum-value.co.uk/assets/DIBC%20Inaug%20slides%20v0.4%20(rmc).pdf)

**05/2015 – 06/2015 Business Analyst National Australia Bank (NAB)**

**08/2014 – 03/2015 Business Support Analyst Allianz Insurance**

**03/2014 – 06/2014 Business Analyst School of Oriental and African Studies (SOAS)**

**03/2013 – 10/2013 Business Analyst Royal Holloway University of London**

**02/2012 – 02/2013 Business Change Analyst Post Office Ltd**

**09/2011 – 11/2011 Business Analyst/Consultant Canterbury Christchurch University**

**06/2011 – 09/2011 Business Analyst Barclays Retail UK**

**03/2011 – 05/2011 Business Analyst BAA Heathrow**

**11/2010 – 02/2011 Business Analyst Lloyds TSB**

**1997 – 2010 Business, Process and Data Analyst/Team Lead/Consultant Various**

**1981 – 1997 3/4GL and RDBMS Analyst/Designer/Developer Various**

**Prior to 1985 Marketing Information Analyst and Researcher Various**

**HIGHER EDUCATION, LANGUAGES, COURSES AND EVENTS**

Education: BSc Hons, Management Science – Warwick University Business School (1976)  
 Languages: French (A level); Spanish (O level); Hebrew (basic); Dutch (basic); Italian (basic)  
 Courses: Data Modelling for Business Analysts – Assist Knowledge Development (2015)  
 Events: Since 1995 have continued to attend and participate in conferences, events, seminars and webinars on business analysis, business/IT methods, professional performance, project management and business value optimisation

**VALUE FOCUSED BUSINESS ANALYSIS AND PROJECT MANAGEMENT**

**2001**

Contributed to book Failsafe IS Project Delivery by Andrew Holmes, pub. by Gower, reprinted 2017/18

**1995 – 2021**

Authored Business Value Maximisation Framework (BVMF)<sup>TM</sup>; see [www.maximum-value.co.uk](http://www.maximum-value.co.uk)

**1995 – 2008**

Authored published articles on maximising IT business value; see [www.maximum-value.co.uk/about.html](http://www.maximum-value.co.uk/about.html)

**2000 – 2021**

Presented Business Value Maximisation Framework (BVMF)<sup>TM</sup> to members of bodies including the British Computer Society's Project Management Group, the National Computing Centre, the Association of Project Management, the Post Office's business analysis team and the International Institute of Business Analysis; see [www.iibauk.org/pastevents/521-virtual-practical-pragmatic-value-focused-business-analysis](http://www.iibauk.org/pastevents/521-virtual-practical-pragmatic-value-focused-business-analysis). Attendee said "Really good presentation at a time when value is topical for our team. Interesting way of defining this and given us food for thought."