GEOFF LAZBERGER

PROJECT DIRECTOR | SENIOR IT PROJECT & PROGRAM MANAGER | IT PRACTITIONER

Brisbane, Queensland | +61 407 647 845 | geoff@lazberger.com | www.lazberger.com

EXECUTIVE PROFILE

Senior IT project, **program** and **transformation** leader with **more than four decades of delivery experience** across Australia and international markets. Track record spans ***ERP, Cyber Security, Data Migration, Enterprise Integration, Cloud, Infrastructure, Identity and Access Management, CRM, Payroll/HRIS, Supply Chain and Software Development***. Reputation for taking ownership of **complex and distressed initiatives**, establishing the governance and delivery structure needed to regain control, and driving practical outcomes with minimal business disruption. Experienced with **Executive and Board Stakeholders**, multi-vendor environments, distributed teams, procurement and commercial negotiations, and **end-to-end delivery** from discovery and business case through implementation, cutover and BAU.

CORE EXPERTISE

Project Management & Program Delivery	**ERP / D365 / Pronto SAP / Oracle**	**Cyber Security / AI & Identity Access Management**	**Data Migration & Cutover Planning**
Enterprise Integration Boomi / WebSphere / Tibco	**Cloud / AWS / Azure & Infrastructure**	**Business Transformation**	**Project Recovery & Governance**
RFI / RFO / RFQ / RFP Vendor Selection	**Commercial Engagement & Contract Negotiation**	**Senior Executive & Board Engagement**	**PMO Management & Portfolio Governance**
Agile / Scrum PRINCE2 / PMBOK	**Business Analysis & Requirements**	**DR / BCP Operational Resilience**	**Team Leadership & Mentoring**

SELECTED CAREER HIGHLIGHTS

- **Recovered and stabilised** multiple distressed enterprise initiatives, including **ERP**, **D365**, **Data Migration**, **Enterprise Integration** and **Business Transformation** programs.
- Delivered data migration of **7.4 million Rebel** customer records from SAP CRM to Epsilon cloud CRM, ready for Phase 1 technical go-live, with a **0.002%** reconciliation error rate.
- Established **UCQ Enterprise Integration Services** from the ground up, growing the function to **16 personnel** across five practices and managing an annual team burn rate of **approximately $4 million plus** embedded-resource funding.
- Delivered a complex **Stanbroke ERP** integration cutover across **six critical system**s and **32 integration**s during a critical **nine-day plant shutdown** window; subsequently **reduced annual support** costs by **more than $400,000.**
- Implemented **CyberArk Privileged Access Management c**apability for **Airservices Australia** across production, disaster recovery and development/test environments, with security artefacts and traceability aligned to full ASD requirements.
- Delivered **Queensland Health** mobility, VDI, cloud proof-of-concept and Wi-Fi initiatives within a portfolio including an initial **$12 million** of projects, with a further **$11 million** in pipeline.
- **Built and led CIO/PMO transformation functions** in multiple organisations, covering IT operating model uplift, ERP/CRM programs, governance, resilience, infrastructure and vendor management.

PROFESSIONAL EXPERIENCE

SENIOR PROJECT MANAGER | SwarmFarm Robotics Jan 2026 - May 2026

ERP transformation discovery, requirements, vendor engagement and HRIS oversight.

- Established the **HIVE** (Harmonised Information and Value Enablement) **ERP** initiative to address fragmented data, lack of governance controls, process gaps and scalability constraints across the end-to-end business.
- Completed company-wide discovery and documented **17 end-to-end business processes** across finance, operations, supply chain, manufacturing, service and technology.
- Facilitated **12 cross-functional stakeholder workshops** and structured **approximately 1,300 business, functional and non-functional requirements** for ERP vendor response and capability assessment.
- Produced the strategic **RFP package, vendor self-assessment** framework and objective evaluation methodology covering functional fit, technical capability, implementation approach, scalability and commercial alignment.

- Provided concurrent oversight of the **HiBob HRIS** greenfield implementation, including canonical model design, and produced executive-level transformation artefacts for future implementation mobilisation.

SENIOR PROJECT MANAGER | Wallace Bishop Mar 2025 - Dec 2025

ERP/POS transformation recovery, operational process improvement and multi-year technology roadmap.

- Engaged to **rescue and realign a failing two-year** Pronto-to-**Microsoft D365** transformation initiative; authored the **Board Options paper** and supported selection of a new implementation partner.
- Managed **Advance Retail POS** uplift from v2.7 to v2.8 and planned full environment health checks across **35 stores**.
- Implemented **Employment Hero Timesheets** across Wallace Bishop and Hardy Brothers.
- Designed **repeatable processes** for New-Store and New-Product planning to improve scalability and delivery discipline.
- Developed a **multi-year Program of Work** targeting revenue growth, operating-cost reduction, margin improvement, stock turns, customer experience, speed to market and IT service efficiency.

SENIOR PROJECT MANAGER - ICT & CYBER SECURITY | CleanCo Mar 2024 - Feb 2025

Critical market, cyber-security, network hardening, resilience and cloud-optimisation delivery.

- Delivered time-critical **AEMO IESS** and **EMMS** changes by an **immovable regulatory/market deadline**.
- Delivered **11 x individual Cyber Security and enterprise technology projects**.
- Led mobile and network access-control security hardening, including **AirWatch** certificate uplift, **802.1x** controls, Wi-Fi and wired-port **certificate hardening** for a corporate relocation.
- Implemented **CrowdStrike** and **SAP log shipping** to **Microsoft Sentinel** as part of monitor, detect and response uplift.
- Managed security hardening of survivable remote-site telephony routers, **SSL packet inspection**, top-30 systems **Disaster Recovery** planning and Enterprise Cloud remediation and optimisation review.

DATA MIGRATION DELIVERY LEAD - SAP CRM | Super Retail Group Dec 2022 - Nov 2023

Large-scale customer data migration from SAP CRM to Epsilon cloud CRM.

- Took ownership as the **fourth Data Migration Delivery Lead in two years** and **successfully delivered Rebel Phase 1 migration** to an aggressive 2023 deadline.
- Migrated **7.4 million Rebel customer records** with full audit, deduplication and reconciliation; with a **0.002% error rate**.
- **Led 12 person team** of SAP CRM functional and delivery leads, business analysts, data analysts, solution designers and testers across a federated environment spanning SAP CRM, Salesforce Commerce, Salesforce Marketing Cloud and POS.
- Built the detailed **data-migration solution** and pilot **within just over two months**, led cleansing/remediation design, and defined production migration processes designed to **avoid BAU impact**.
- Designed the **Technical Go-Live** run sheet and held authority for future-state data cutover management.

SENIOR PROJECT MANAGER - MICROSOFT D365 | Fusion5 May 2022 - Oct 2022

D365 Supply Chain, Manufacturing and Finance implementation recovery.

- Engaged as the **fourth Project Manager** on a **multi-million-dollar D365 program** still in Discovery/Design and moved the initiative from **recovery into Build**.
- **Created missing control artefacts** including scope statement, project charter, stakeholder matrix and integrated schedule.
- Coordinated multiple **conference-room pilots** based on design feedback from **approximately 40 workshops** and produced a consolidated release roadmap.
- Supported AX012 BAU optimisation initiatives to reduce operational risk during the D365 transition.

MANAGER - ENTERPRISE INTEGRATION SERVICES | UCQ Jul 2021 - May 2022

Creation and leadership of an enterprise integration capability.

- Built the EIS capability from zero to **16 personnel** across solution architecture, Boomi development, business analysis, project management and administration **within 10 months**.
- Managed an annual EIS team burn rate of approximately **$4 million**, plus a further approximately **$3 million** for embedded resources planned for FY23.
- Delivered **SAP TLS**, **Code Focus** and **NetMenu** integrations in the first six months and established a broader pipeline covering **Clinical**, **CBORD** and WebSphere-related integration work.
- Defined a **three-year** future-state model based on canonical models, reusable patterns, anti-patterns, best practice and an enterprise integration pipeline, while delivering a full SDLC and BAU support transition model.

SENIOR PROJECT MANAGER - CYBER ATTACK RECOVERY & ENTERPRISE INTEGRATION | UCQ Mar 2021 - Jul 2021

- Seconded following the **UCQ ransomware attack** on Anzac Day 2021 to recover all enterprise integrations with no BAU documentation available; methodically restored all **33 WebSphere integrations** supporting **Cerner**, **Pathology**, **Hospitals** and **Medical** devices.

SENIOR PROJECT MANAGER - CYBER SECURITY | Department of Education Dec 2020 - Feb 2021

- Managed design, build and delivery of **PING** Access/Federate, **FIM-to-MIM** and **External Personas** identity initiatives using staged deployment across lower environments before production.
- Structured Jira backlog, Kanban, roadmap and daily stand-ups across concurrent interdependent projects, engaged specialist resources and supported funding continuity planning.

SENIOR PROJECT MANAGER | Department of Justice - Office of Liquor, Gaming & Fair Trade Feb 2020 - Jul 2020

- Managed development of automated online applications across **eight licence classes** and shaped the strategy to migrate a Dynamics CRM solution from AWS to Azure.
- Led options analysis, vendor/contract engagement and procurement/legal coordination under GITC and probity requirements.

SENIOR PROJECT MANAGER | Stanbroke Jul 2018 - Nov 2019

ERP/integration recovery, HRIS/payroll procurement, cyber security and IT operating-model uplift.

- Recovered a **multi-million-dollar ERP Integration Program** that was approximately **two years behind schedule** and had **failed go-live twice**.
- Planned and executed a fixed **nine-day year-end cutover**, including **45 iterations of the cutover plan**, replacement of **30 harsh-environment computers**, full data migration, **32 bespoke integrations** and comprehensive pre-production testing.
- Delivered the integrated solution across **six critical systems** with **no reported business interruption**; replaced the incumbent BAU support partner and reduced annual **support cost** by **more than $400,000** while improving service quality.
- Led the full lifecycle of a **Payroll/HRIS** procurement and mobilisation, including requirements, RFP, evaluation, vendor selection, contract negotiation and bespoke time-and-attendance integration requirements.
- Developed **CyberArk PAM** and **AlienVault USM** business cases, established cyber-awareness initiatives, and championed Security and Technology Advisory Boards.

CYBER SECURITY PROJECT MANAGER | Airservices Australia May 2017 - Jul 2018

Privileged access management implementation within a major cyber-security program.

- Implemented **CyberArk PSM, PVWA, Vault** and **CPM** across production, DR and development/test environments.
- Managed procurement and systems-integrator selection, completing a probity-compliant **RFQ in 4.5 weeks.**
- Delivered full suite of **security and operational artefacts** including SoA, SRMP, SSP, SMP, HLD, DLD, as-built, break-glass, implementation, DR and BCP documentation.
- Established requirements-to-test traceability and led ST, SIT and UAT; onboarded Windows, Linux, firewall and database privileged credentials.

TECHNICAL PROJECT MANAGER | Queensland Health - Sunshine Coast University Hospital Dec 2016 - Mar 2017

- Led a multidisciplinary **Identity Access Management** team spanning development, architecture, testing, business analysis and vendors to deliver identity-management capability for hospital opening.
- Solution supported approximately **80,000 provisioning events** in the first two weeks with **zero reported business interruption** and delivered **12 IDAM deployments in four months**.
- Implemented **ServiceNow**-based identity functionality, **Microsoft Identity Manager** and multiple interfaces with **SAP Payroll**, Active Directory, security, room-booking and other hospital systems.

SENIOR PROJECT MANAGER | Department of Health & Human Services - NDIS May 2016 - Dec 2016

- Led **NDIS data migration and electronic data capture**, supporting the transition of healthcare member records from **546 service providers** across the state of Victoria and regions.
- Implemented privacy/threat-risk assessments, a **PROTECTED-level cloud data room** and an electronic data-exchange protocol into NDIA SAP CRM that was **used as a model for other states**.

PRINCIPAL PROJECT MANAGER | Queensland Health Oct 2015 - May 2016

- Managed an initial **$12 million portfolio** with a further **$11 million pipeline** covering **MDM**, **VDI**, cloud POCs and guest/staff Wi-Fi.

- Procured and implemented MDM across **50,000 BYOD devices** and delivered VDI **'Follow Me'** desktop capability to multiple emergency departments on compressed timelines.
- Delivered cloud-based VDI proofs of concept and secure Wi-Fi services across major **Queensland Health** sites, including the new Sunshine Coast hospital.

PROGRAM MANAGER | Queensland Police Service Feb 2015 - Jul 2015

- Managed multiple **CIO-office initiatives** covering cloud assessment, VDI, HIPPO police cam video storage, Exchange consolidation, ADFS, Office 365 and network-performance remediation.
- Held the mandatory Queensland Police security clearance for the engagement.

SENIOR PROJECT MANAGER | Aurizon Sep 2014 - Feb 2015

- Delivered a SharePoint/K2 **Contract Lifecycle Management** solution for Network and Commercial & Marketing divisions and commenced delivery of a customer self-service portal integrating SAP financial reports, documents, forms and operational information.

SENIOR PROJECT MANAGER | Public Safety Business Agency Apr 2014 - Sep 2014

- Managed three eTimesheet workstreams within a **$100 million Payroll/HCM program** for QAS, QFES and QCS, including EDI to a third-party payroll provider; contributed to HRIS/HCM tender evaluation and QAS Workbrain proof of concept governance.

SENIOR PROJECT MANAGER | Virgin Australia May 2013 - Apr 2014

- Delivered mobile **Reservations, Check-in** and **Booking-Management** functionality following the Sabre cutover, supporting phones and tablets through responsive design and service-oriented integration.
- Mobile functionality supported more than **one million Domestic Self-Service bookings** in the first 12 months, **serviced 3.9 million unique Guests** annually and was associated with approximately **$46.3 million in annual revenue**.
- Subsequently assigned **International Check-In**, **In-Flight Entertainment**, **Salesforce** case-management integration, control documents and revenue-optimisation initiatives.

EARLIER CAREER

Earlier roles are summarised to preserve career breadth while keeping the document focused on senior delivery capability.

Organisation	Role	Dates	Focus
APN News & Media	Program Manager / PMO	2012-2013	Portfolio governance, transformation, JD Edwards, online classifieds, PMO establishment
Primo / Hans Smallgoods	Senior Project Manager	2011-2012	ERP / WMS rollout; **16-week go-live**, no reported business interruption
Electronic Arts	Senior Project Manager	2011	Japan/Taiwan transformation, BCP, 3PL and change management
Allconnex	Senior Project Manager	2011	Three city councils Contact Centre consolidation, IVR, BCP and transition
Electronic Arts	Global Project Manager	2008-2011	Global VMI, EDI, Oracle, **$5.3m program**, distributed international teams
Raptis Group	**CIO / Project Director**	2008	IT turnaround, ERP, infrastructure, BCP, governance and operating-model uplift
Electronic Arts	Senior Project Manager	2007-2008	Oracle/TIBCO supply-chain integration, EDI, 3PL transition, O2C/P2P
Gold Coast City Council	Solutions Lead Analyst	2006-2007	Oracle/GIS/mainframe integration and public development-application solution
Mantra / Stella Resorts Group	**CIO / Project Director**	2005-2006	IT transformation, **28-project portfolio**, central reservations/PMS transformation
MFS Limited	**CIO / Project Director**	2003-2005	CRM, infrastructure, security, BCP/DR, IT operating model
Queensland Government & BCC	Project Manager / Senior BA	2000-2003	CMS, e-commerce, strategic planning, procurement and business analysis
StaffMark / Intellimark (USA)	**Global Director of Internet**	1999-2000	Global web strategy, virtual teams, multi-brand recruitment

Organisation	Role	Dates	Focus
	Strategy		platforms
Blue Star Office	Project Manager - Electronic Commerce	1998-1999	EDI, e-commerce strategy and business cases
Morgan & Banks	Internet Business Manager	1996-1998	Established and managed **highly profitable internet business**, global recruitment platforms and job-agent world first
Lazberger & Associates	**CEO / Consultant**	1990-1996	Consulting, software sales and development; built and sold equity in WA enterprise
Able Computing (PNG)	**CEO / Consultant**	1985-1990	Founded and grew national PNG technology consultancy before sale to investors
Monidata (PNG)	Production Controller	1982-1985	National banking data centre establishment
WA Treasury	Computer Operator	1979-1982	NCR mainframe operations

DELIVERY ENVIRONMENT

Leadership & Commercial

Teams from 3 to 50+; vendors, contractors, FTEs and SMEs; executive and board engagement; procurement; RFP/RFQ; contract negotiation; **multi-million-dollar budgets**; PMO and portfolio governance.

Methods & Delivery

Agile, Scrum, PRINCE2, PMBOK, Waterfall, AIM and V-Model; discovery; requirements; business case; design; build; test; cutover; change; transition to support; recovery and remediation.

Industry Breadth

Government, Health, Utilities, Aviation, Financial Services, Banking, Hospitality, Construction, Recruitment, Supply Chain, Manufacturing, Wholesale, Retail, Media and Technology.

EDUCATION, MEMBERSHIPS & PROFESSIONAL CONTRIBUTIONS

- Australian Institute of Project Management - Member (MAIPM), since 2012
- Australian Institute of Company Directors - Member (MAICD), since 2005
- Australian Institute of Company Directors - Directors Essentials coursework (2005)
- International Association of Counterterrorism and Security Professionals - Member (2020)
- CIO Executive Council of Australia - **Board of Advisors** (2005-2006)
- CIO Executive Council of Australia - **Chair, Authentication and Security Standards** (2005-2006)
- Government Users of Interwoven - **Chair** (2002-2003)
- Government GITC-Interwoven Working Committee - Member (2003)
- Electronic Business Interest Group (eBIG) – **Chair, Steering Committee** (2001)
- TAPS.com, London - **Director** (1999-2000)
- InfoTech PNG - **Chair** (1986-1989)
- University of Western Australia - Bachelor of Science studies, major in Mathematics (not completed)
- Private Pilot Licence, 1982-1985 - Cessna 152 and Cessna 182 (restricted licence)

SECURITY CLEARANCES ATTAINED

- Department of Education (Queensland) - 2020
- Department of Justice and Attorney-General (Queensland) - 2020
- Airservices Australia (Federal) - 2017
- Department of Health & Human Services (Victoria) - 2016
- Queensland Police Service - 2015