

Project Management / Business Analysis / Business Architecture

“Proactive and analytical professional with a demonstrated track record of achievement in conceiving & influencing ideas that focuses on improving productivity & economising costs.”

CAREER SUMMARY

- Highly accomplished and dedicated Business Analyst with over 14+ years of verifiable track record analysing complex IT projects and exceeding expectations.
- Expert in managing change and influencing stakeholders for projects relating to (with high profile clients):
 - **AI Agents, ML Model** (Cogniti, Copilot Studio Agents, Azure AI Stack) – *Murdoch University*
 - **ERP Business Transformation** (SAP, MIMS, Great Plains, Oracle EBS, Pronto) – *Etihad Airways, Woodside*
 - **Infrastructure Uplift** and Data Migration – *Etihad Airways*
 - **Mobile Application** & Cloud Computing (*including Software as a Service*) – *Etihad Airways, Qantas*
 - **Business Process** Improvement & Business Re-engineering – *Wesfarmers, Chevron, Dept. of Planning (Western Australia), SKS Wood, Western Power*
 - **Master Data Management** – *BHP Billiton, OkTedi Mining.*
 - **Business Continuity** & Service Continuity – *PTTEP Australasia*
 - **Cyber Security** Transformation & Entry into Service 787 (Dreamliner) – *Qantas Airways*
 - Establishing **Data Governance** within Operational & Project Environment – *Water Corporation*
 - Coal, Copper & Iron Ore – Major Studies (**Opportunity Assessments/ Demand Management**) – *BHP Billiton*
 - **Data Analytics** Project (Real Time Monitoring of Diesel & Silica) – *BHP Billiton*
 - **Application** Embedment
 - **HRIS** Business Functional– Salesforce as HRIS, *Perth Airport / Workforce* – Timesheet, *MRL*
 - Customer (**CRM**)Service improvement - Salesforce as CRM, *Perth Airport*
 - **Asset Management** improvement – Obzervr, Pronto, *Mineral Resources (MRL), Rio Tinto*
 - **Communications** improvement – SnapComms, *Mineral Resources (MRL)*
 - Procurement (**PowerApps**) and Receiving Process improvement – *Mineral Resources*
- **Domain Experience:** Vendor Management (4 yrs), Finance & IT (5 yrs), HR (3 yrs), Operations (3 yrs), AI (9 months),

CERTIFICATIONS

- **Certified Business Analysis Professional (CBAP)**, Australia 2021
- **Facilitator** Foundation, APMG 2017
- **AgilePM** Foundation, APMG 2017
- **ITIL v3** Foundation, APMG 2015
- **Business Analysis Certification**, BCS 2014
- **PRINCE 2** Foundation & Practitioner, APMG 2013
- **COBIT** Foundation, ISACA 2013
- Certified **Gateway Reviewer**, UK 2010
- **Enterprise Architect** - SPARX System, USA 2012
- Holocentric **Process Modeler**, Australia 2009

Achievements & Recognition

- ❖ Nominated for "Excellence Employee Award" – Velrada, Perth (For BHP Billiton Customer Relations).
- ❖ Awarded "Certificate of Appreciation" – Chevron, Perth (For reducing eRoom Upgrade & Integration Project timeline from 8 to 6 months and achieving cost savings of over \$500,000).
- ❖ Elected Vice President of the Professional Development (PD) Stream in UAE IIBA Chapter. Under my initiative, I set up a PD plan for the year 2016 comprising of:
 - Mentoring Program
 - Train the Trainer Initiative

CAREER HISTORY

Aug '24 - Present
Murdoch University (Perth, Australia)
Business Architecture (Contract)



Project: AI Capability Centre (AICC) – Cogniti & Copilot Studio

Situation: Murdoch University sought to integrate AI-driven solutions into its business and educational ecosystem.

Task: Designed and deployed AI-driven Cogniti Agents and Copilot Studio Agents for enterprise-wide automation.

Action:

- Established AI governance frameworks for responsible AI deployment.
 - Developed AI-powered predictive analytics models to enhance operational insights.
 - Led cross-functional teams in Copilot Studio Agent automation and Cogniti model training.
- Result: Successfully deployed AI agents across multiple business functions, improving process automation and efficiency by 35%.

Sep '23 – Aug '24
Covalent Lithium (Perth, Australia)
Project Manager (Contract)



Project: HRIS Phase 2 (SAP SuccessFactors Implementation)

Situation: The organisation required enhanced HR recruitment and onboarding workflows for seamless operations.

Task: Conducted gap analysis on ITSM tools and HRIS systems.

Action:

- Identified and implemented SAP SuccessFactors integration to streamline recruitment workflows.
- Assessed ITSM tools for Application Lifecycle Support improvements.
- Led change management and stakeholder training for system transition.

Result: Reduced recruitment processing time by 30% and enhanced HR service management efficiency.

Feb '22 – Sep'23
BHP (Perth, Australia)
Business Analysis / Project Management (Contract)



Project: In-Field Assessment Project (eAssessment Tool Development)

Situation: BHP required a standardised digital assessment platform for authorisations and appointments across multiple assets (WAIO, BMA, OD & NiW).

Task: Assisted in the development and deployment of the eAssessment tool by gathering requirements, mapping processes, and aligning IT solutions with business needs.

Action:

- Gathered user stories and requirements from stakeholders across different assets.
- Created process maps for current and future states, detailing all involved roles.
- Worked with solution architects and IT developers to validate user stories and prepare JIRA tickets.
- Conducted change impact assessments in collaboration with the Change Manager.

- Coordinated with the Test Team to document and execute end-to-end test scenarios.
- Documented overall process flows and updated project schedules and deployment plans.

Result: Improved assessment standardisation and automation, increased assessment accuracy by 40% and reduced manual approval errors.

May '21 – Jan '22
 Worley (Perth, Australia)
 Business Analysis / Project Management (Contract)



Project: Asset Management Digitalisation (AMD Implementation)

Situation: The organisation sought to digitise asset management processes by leveraging existing real-time systems and business continuity support.

Task: Conducted stakeholder engagement, business requirements gathering, and process documentation to support the implementation of AMD solutions.

Action:

- Scoped the project by evaluating the AMD solution's integration with existing RT systems.
- Outlined the business benefits, scope of work, risks, assumptions, and dependencies of AMD implementation.
- Led the requirement elicitation process for the MSDT Uplift development, ensuring enhanced user experience.
- Defined business requirements for Asset Health Monitoring and Inspection Rounds, integrating with GE APM for asset visualisation.
- Supported the implementation of Paperless Maintainer for electronic inspection data capture.
- Documented the overall asset management process flow, ensuring seamless alignment with business objectives.

Result: Enhanced asset health monitoring, inspection processes, and predictive maintenance capabilities, improving real-time operational efficiency.

June '20 – May '21
 Mineral Resources (Perth, Australia)
 Senior Business Analyst (Contract)



Project: Obzervr (Reliability Maintenance) & SnapComms (Communications) & 2-Stage Receipting (Procurement & Logistics)

Situation: The business required system and process alignment for new applications to enhance maintenance, communication, and procurement workflows.

Task: Facilitated business process alignment, change management, and vendor collaboration for system implementation.

Action:

- Defined target state workflows and aligned business processes with new systems.
- Worked with vendors to prioritise requirements and manage system enhancements.
- Conducted impact analysis and change readiness assessments.
- Formulated training plans and schedules, working with vendors and stakeholders.
- Documented user stories, use cases, and system requirements for vendor development.
- Developed test cases and scenario-based testing with stakeholders.

Result: Improved system adoption and streamlined procurement, communication, and maintenance workflows.

March '20 – May'20
BHP Billiton (Perth, Australia)
OCM Specialist/Business Analyst (Contract)



Project: Global Real-Time Monitoring of Diesel & Silica (GRTMDAS)

Situation: BHP required real-time monitoring of diesel and silica emissions to support regulatory compliance and operational efficiency.

Task: Led change management, stakeholder communication, and training to support system adoption.

Action:

- Published Yammer posts, newsletters, and monthly communications for awareness.
- Applied change management frameworks (ADKAR) and tools to facilitate system adoption.
- Conducted impact assessments and change readiness analysis.
- Developed training plans and delivered workshops for system end-users.
- Provided system documentation and support for training material development.

Result: Increased stakeholder engagement and system adoption, supporting compliance and safety initiatives.

May '19 – March '20
Perth Airport (Perth, Australia)
Project Management /Business Analyst (Contractor)



Project: HRIS, Customer Feedback System, IAM, and Nose-In Guidance System (NIGS) Upgrade

Situation: Multiple enterprise systems required process enhancements and technology upgrades to improve efficiency and security.

Task: Led business analysis, system validation, and stakeholder engagement across four concurrent projects.

Action:

- Conducted requirements gathering and high-level design sessions.
- Created test cases and procedural documentation to support implementation.
- Validated business workflows and ensured smooth integration with Salesforce (SAGE), ServiceNow, NIGS & SAMS.
- Managed stakeholder expectations and project timelines across multiple initiatives.
- Provided user training, onboarding support, and documentation maintenance.

Result: Ensured successful technology adoption and process alignment across HR, customer service, and infrastructure domains.

July '17 – May'19
BHP Billiton (Perth, Australia)
Principal Business Analyst (Permanent)



Business-As-Usual (BAU) – Principal Business Analyst Responsibilities

Situation: Provided business planning and technology alignment support for enterprise-wide initiatives.

Task: Facilitated capital planning, business case development, and technology translation.

Action:

- Engaged business and technology stakeholders in integrated planning processes.
- Translated business priorities into technology requirements.
- Managed and delivered capital planning requirements in line with business strategy.

- Assisted in initiative assessments to improve safety, productivity, and cost efficiency.

Result: Strengthened alignment between business goals and technology solutions.

Project: FMS Upgrade & MAC LTE (Minerals Australia – Coal, Copper, Iron Ore)

Situation: The business required system enhancements to support operations across multiple minerals divisions.

Task: Supported business case development, investment evaluation, and project execution.

Action:

- Gathered and quantified business value drivers for FMS and MAC LTE upgrades.
- Facilitated stakeholder workshops to scope initiatives and evaluate options.
- Managed project deliverables, aligning with MnAu Investment Process and Small Project Management Framework.
- Acted as an intermediary between Finance, Engineering, and Project Teams.

Result: Provided data-driven insights for investment decisions and system enhancements.

Feb '17 – July '17

Water Corporation (Perth, Australia)

Senior Data Analyst (Contracting)



Project: Data Governance, Data Management, & Data Quality Management

Situation: Water Corporation required a structured approach to data governance and quality management.

Task: Developed data governance strategy, policies, and quality assessment frameworks.

Action:

- Established data governance principles, policies, and procedures.
- Conducted data quality audits and assessments to identify key issues.
- Developed education materials and training programs for data integrity awareness.
- Provided advisory support on data collection and process improvement strategies.

Result: Strengthened data integrity, governance compliance, and operational efficiency.

Feb '16 – Feb '17

Qantas Airline (Sydney, Australia)

IT Business Analyst (Contracting)



Project: Entry into Service – 787 Dreamliner

Situation: The introduction of the 787 Dreamliner fleet required system-wide impact assessment and upgrades.

Task: Led business analysis, vendor management, and technology assessment.

Action:

- Identified 102 enterprise systems impacted by the new fleet introduction.
- Managed Request for Approval (RFA) processes, evaluating cost and schedule impacts.
- Gathered technical and business requirements for impacted applications.
- Coordinated vendor engagement and change implementation.
- Facilitated workshops to scope e-enabled components and prioritisation.
- Implemented AWS-based S3 cloud database solutions for big data management.

Result: Ensured seamless system transition, minimising operational disruptions.

Project: Cyber Security Transformation Programme

Situation: Qantas Airlines required a comprehensive cybersecurity transformation to enhance risk management, incident response, and governance.

Task: Assisted in scoping, planning, and designing cybersecurity enhancements, focusing on ServiceNow integration, vulnerability assessments, and identity management.

Action:

- Assisted the Project and Programme Managers in scope definition and initial design phase.
- Led ServiceNow integration and cybersecurity metrics development.
- Conducted criticality, availability, and integrity (CAI) analysis to identify the most valuable information assets.
- Performed Qualys vulnerability scans for top 20 critical applications.
- Defined and standardised Incident Management Processes at the group level.
- Captured Advanced Security Operations Centre (ASOC) requirements.
- Conducted privileged access analysis for the top 20 applications in scope.
- Documented the Governance and Operating Model, proposing CISO and security leadership roles.
- Worked with Change Managers to develop cybersecurity awareness initiatives, ensuring training programmes aligned with organisational security objectives.

Result: Strengthened cybersecurity governance, risk management, and identity access controls, enhancing incident response and enterprise security resilience.

Feb'14 – Jan '16

Etiihad Airways (Abu Dhabi, United Arab Emirates)

Senior IT Business Analyst (Permanent)



Project: Etihad Mobile Application Development

Situation: Etihad Airways aimed to enhance its digital presence and user experience through a mobile application that aligns with brand strategy and customer engagement.

Task: Conducted market research, competitive analysis, and product backlog planning to define application features and design.

Action:

- Researched and presented Etihad's competitive landscape to inform strategic planning.
- Developed a Product Roadmap and prioritised backlog of features for phased release.
- Provided brand and marketing collateral, including style guidelines, strategies, and campaign references.
- Conducted a detailed review of key features for the first and subsequent releases.
- Created user stories and workflows, collaborating with the UX team for initial design.

Result: Delivered a comprehensive product roadmap and feature strategy, enhancing Etihad's digital innovation and customer experience.

Project: Etihad Airways Subsidiaries Transition Programme

Situation: Etihad Airways required an IT service transition to reduce dependency on ADAC and ensure continuity of business applications.

Task: Facilitated business process migration, IT integration, and change management for a seamless transition.

Action:

- Maintained continuity of IT services while transitioning from ADAC to EAS-managed operations.
- Defined business and user requirements, managing conflicts and business change.
- Analysed and documented business process models using UML modelling techniques.

- Designed and implemented OKTA-based Single Sign-On (SSO) solution for secure cloud access.
- Documented architecture and integration points for ServiceNow and Active Directory.
- Architected the Sales Order Processing workflow, developing a Business Functional Document (BFD) and process flow diagrams.

Result: Reduced operational costs and IT service dependencies, ensuring a seamless IT transition for subsidiaries.

Project: ERP Business Transformation

Situation: Etihad Airways required an ERP upgrade and cloud migration to streamline business operations and integrate SAP SuccessFactors.

Task: Led stakeholder engagement, business case development, and vendor selection for ERP transformation.

Action:

- Identified key stakeholders and their business needs.
- Conducted diagnostic analysis to identify process gaps and improvement areas.
- Developed a business case and transformation roadmap for ERP deployment.
- Managed software vendor RFP and selection process.
- Assisted in SAP SuccessFactors integration and cloud migration, leveraging a SaaS subscription-based model.

Result: Provided a clear ERP transformation roadmap, supporting cloud-based enterprise applications and business efficiency.

Oct'12 – Oct'13

PTTEP Australasia Pty Ltd. (Perth, Australia)

ICT Business Analyst (Contracting)



Project: Business Continuity & ICT Service Continuity Project

Situation: The organisation required a Business Continuity Plan (BCP) and ICT Service Continuity Strategy to ensure resilience in case of disruptions.

Task: Conducted business impact analysis (BIA), risk assessment (RA), and emergency response planning to support continuity efforts.

Action:

- Reviewed development team deliverables and worked with the test team to ensure alignment with business needs.
- Ensured business stakeholder engagement throughout the project lifecycle.
- Drafted the Scope Statement for Business Continuity Planning (BCP).
- Documented the Business Impact Analysis (BIA) findings.
- Conducted Risk Assessments (RA) and documented key mitigation strategies.
- Developed a Communication & Coordination Plan to manage incident response.
- Created an Emergency Response Plan for business-wide adoption.

Result: Established a comprehensive business continuity framework, enhancing resilience against IT and security disruptions.

Project: Workflow Automation for Invoices with Maximo

Situation: The organisation sought to automate NOI (Notice of Invoice) processing, replacing manual, paper-based workflows with an integrated Maximo solution.

Task: Conducted process analysis, stakeholder engagement, and system configuration to enable seamless NOI workflow automation.

Action:

- Reviewed the current NOI processing workflows, identifying bottlenecks and inefficiencies.
- Captured As-Is process documentation through stakeholder engagement.
- Defined To-Be process workflows, aligning with industry best practices.
- Configured Maximo functional capabilities to enable automated NOI processing.

Result: Improved invoice processing efficiency, eliminating manual errors and reducing turnaround time.

Project: SAP to Attaché Integration

Situation: The organisation required a seamless financial data integration between SAP and Attaché Payroll to enhance financial processing and reporting.

Task: Led scoping, vendor management, and stakeholder alignment for successful SAP-Attaché integration.

Action:

- Contributed to the overall technology strategy, ensuring alignment with business goals.
- Conducted research and analysis on industry innovations for ERP integration.
- Managed vendor engagement and testing activities to ensure a smooth integration.
- Led scoping and requirements gathering for the integration project.
- Supported the Project Manager in prioritising requirements, keeping business users informed.

Result: Delivered a robust, scalable integration between SAP and Attaché, enhancing payroll accuracy and financial reporting efficiency.

OCT'11 – OCT'12 with
Velrada Pty Ltd. (Perth, Australia)
Business Analyst (Permanent)

Velrada:

Project: Browse LNG Integration Study (Perth)

Situation: The organisation required an initial business case assessment for the Browse LNG integration programme to ensure strategic investment planning.

Task: Conducted business case evaluation, benefits tracking, and stakeholder validation for future-state design.

Action:

- Facilitated the creation of initial and full business case assessments for programme and project investments.
- Ensured the investment plan was sound and justified, tracking benefits accrual and providing feedback to business sponsors.
- Conducted requirements analysis, ensuring alignment with business objectives and challenging inconsistencies as necessary.
- Identified expected pain points in future-state design and validated them with key project stakeholders.

Result: Delivered a comprehensive business case, ensuring strategic investment alignment and future-state readiness.

Project: MinEx One Earth (Singapore)

Situation: The organisation required a functional specification and master data analysis for integration across multiple geospatial and geological data systems.

Task: Provided functional specifications, data governance, and acceptance testing for the MinEx One Earth system.

Action:

- Developed functional specifications to define business and system requirements.
- Conducted shallow schema analysis to identify Master Data and key business/data owners across acquire, ArcGIS, and GDD.
- Established data ownership and governance structures for master data across multiple systems.
- Produced an Acceptance Test Plan, defining testing objectives, scope, and repeatable methodologies.

Result: Enhanced data governance, master data integrity, and system interoperability within the MinEx One Earth platform.

Project: Structural Plan Approval Process (Perth)

Situation: The organisation required an improved IT system for structural plan approvals to streamline decision-making and project execution.

Task: Conducted business requirements analysis, stakeholder facilitation, and IT system enhancements.

Action:

- Analysed business requirements to define IT system enhancements and development needs.
- Facilitated alignment between business and IT, ensuring decisions met business objectives.
- Led business decision meetings, maintaining project momentum.
- Acted as a liaison between business units and IT vendors/customers, ensuring seamless integration.
- Applied process improvement methodologies to guide project teams toward efficient solution definition and implementation.

Result: Improved efficiency and transparency in structural planning and approval processes through IT system enhancements.

May'10 – OCT'11 with
Wood Group PSN Ltd. (Perth, Australia)
Business Analyst (Permanent)



Project: Intranet Redesign (Perth)

Situation: The organisation sought to redesign its intranet using a SharePoint-based solution to improve usability, knowledge sharing, and internal communication.

Task: Led requirements gathering, design, implementation, and training for the intranet redesign initiative.

Action:

- Served as the primary point of contact for all matters related to intranet redesign projects.
- Led departmental web design projects to enhance intranet sections and implement new tools.
- Executed the i-way Intranet Delivery Framework, covering visioning, strategy, content planning, information architecture, governance, and change management.
- Provided training and user support for employees across all levels, including content owners, news authors, and group administrators.

Result: Successfully implemented a modernised SharePoint-based intranet, improving collaboration, knowledge management, and internal communication.

Project: eRoom Upgrade (Perth)

Situation: Chevron required an upgrade of the eRoom platform, ensuring system performance improvements, compliance, and disaster recovery readiness.

Task: Led the infrastructure assessment, functional testing, and implementation planning for the eRoom upgrade.

Action:

- Reviewed existing infrastructure, software, and configuration, aligning them with live system requirements.
- Defined functional acceptance criteria to validate system performance post-upgrade.
- Developed metrics-based analysis for functional and end-user testing.
- Conducted benchmarking assessments to compare existing and upgraded system performance.
- Reviewed document compliance with Chevron's Information Risk Management requirements.
- Updated and submitted the implementation document, including disaster recovery strategies and mitigation plans.

Result: Delivered a successful eRoom system upgrade, ensuring improved performance, compliance, and risk mitigation.

Project: Smart Card Solution (Brunei)

Situation: The organisation required a Smart Card system to streamline identity verification, compliance, and operational efficiency while addressing regulatory and HSE obligations.

Task: Led requirements gathering, business case validation, and regulatory compliance alignment for the Smart Card solution.

Action:

- Identified critical gaps in business knowledge to ensure a comprehensive solution design.
- Defined common and clearly understood requirements before initiating development.
- Analysed the organisation's strategic and commercial direction, ensuring the solution aligned with business objectives.
- Developed a value proposition for Smart Card implementation, addressing business justification, risks, and architecture.
- Ensured regulatory compliance, particularly around HSE obligations and utilisation reporting.

Result: Successfully implemented a compliant Smart Card system, improving identity verification, access control, and regulatory adherence.

MAY'07 – Mar'09

Logica CMG Ltd. (Perth, Australia)

Business Analyst (Permanent)



Project: Establishing a Single District in Ellipse (MIMS) (Perth)

Situation: The organisation required the consolidation of multiple financial districts into a single district within the Ellipse (MIMS) system to improve financial data accuracy and reporting efficiency.

Task: Supported business requirements gathering, testing, and user training to ensure a smooth transition to a single district model.

Action:

- Assisted in selecting the most appropriate representation of business requirements, ensuring traceability and alignment with change initiatives.
- Prepared and executed test cases and test scripts, ensuring system functionality met business needs.
- Conducted user training sessions, supporting stakeholders through the transition process.
- Ensured quality, accuracy, and efficiency in project deliverables, minimising functional risks.

Result: Successfully consolidated multiple districts into a single financial district, enhancing data consistency and operational efficiency.

Project: Ellipse OTDF District (MIMS) (Papua New Guinea)

Situation: The organisation required business process improvements and IT system enhancements to support district-level financial and operational planning within Ellipse (MIMS).

Task: Led business process analysis, stakeholder engagement, and change management to ensure a structured and effective system implementation.

Action:

- Conducted investigative work to determine business requirements and identify process inefficiencies.
- Defined business and user requirements for the proposed IT solution.
- Facilitated business change coordination, ensuring seamless transition.
- Developed business process models (As-Is & To-Be) using UML modelling techniques.
- Provided implementation support, ensuring clear communication between business and technical teams.
- Prioritised and documented business requirements for IT system enhancements, ensuring alignment with operational goals.

Result: Enabled structured district-level IT transformation, improving data management and business processes.

Project: Coal Service Review (Perth)

Situation: The organisation required a comprehensive review of procurement and inventory processes to improve supply chain efficiency at Curragh and Premier Coal.

Task: Conducted process mapping, gap analysis, and optimisation planning to enhance coal supply chain operations.

Action:

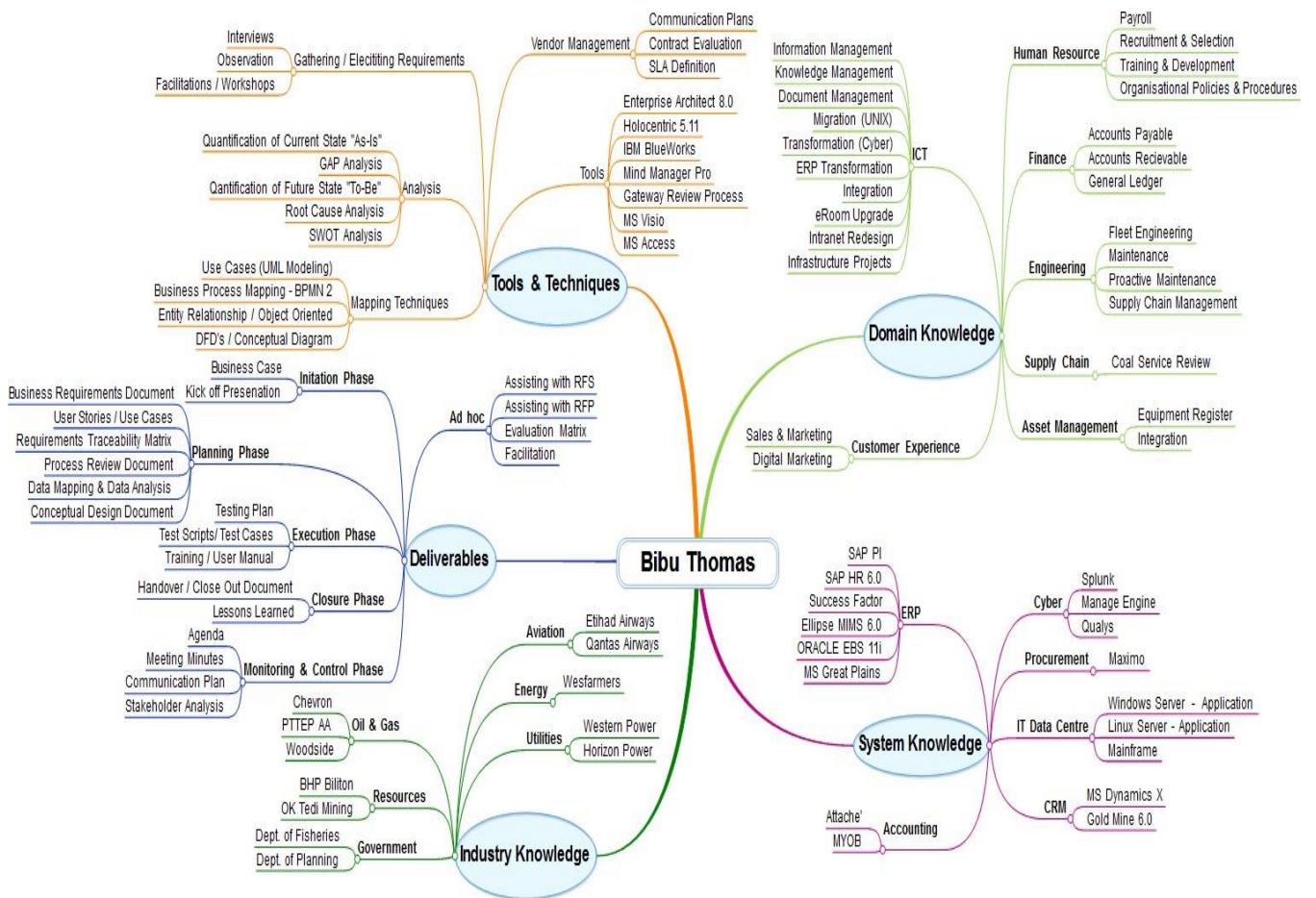
- Defined and agreed on project scope, risk framework, structure, and stakeholder roles.
- Mapped As-Is procurement and inventory processes, identifying constraints, inefficiencies, and improvement opportunities.
- Identified process optimisation opportunities, covering system, knowledge, and training enhancements.
- Developed To-Be supply chain processes, aligning with Oracle ERP while identifying system gaps.
- Assessed structural and resource impacts, identifying opportunities for workforce optimisation.
- Reviewed and recommended policy and procedural updates to support new supply chain workflows.

Result: Delivered an optimised coal supply chain model, enhancing efficiency, resource allocation, and Oracle ERP alignment.

Education

- Pursuing a Doctorate in Information Technology, Murdoch University (AI focus) (2025 – Current)
- Master of Business Administration, Curtin Business School, Australia (2003 – 2005)
- Master of Information Technology, Edith Cowan University, Australia (2001 – 2003)
- Bachelor of Computer Engineering, Mumbai University, India (1995 – 2000)

Tools / Techniques



Reference available upon request.



<https://au.linkedin.com/in/bibu-thomas-18370b31>