

LEESI GABRIEL GBOROGBOSI

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CHIEF FINANCIAL OFFICER | BUSINESS DEVELOPMENT DIRECTOR | INDEPENDENT ADVISOR

Experienced Finance Leader, and Certified Management Consultant who collaborates with internal customers and all stakeholders to achieve the Company's short and long-term financial and business objectives. A proactive professional who identifies problems, analyzes them and develops appropriate solutions. An exemplary leader who coaches and trains his team members to enable them to achieve high performance with integrity. A change agent who is ready to take on new challenges, champions change management and continuous process improvement initiatives that reduce cost and improve business value. Excellent relationship management and communication skills in English and technical proficiency in Microsoft Office Suites, and software such as SAP system, Statistical Package for Social Sciences.

CORE PROFICIENCIES

- **Finance and Accounting operations**, Financial Reporting, Financial Planning and Analysis, P&L Management.
- **Governance**, Internal Controls. Risk Management, Audit, Project Management,
- **Strategy, Budgeting**, and Business Planning. Forecasting, Big Data Analytics, Budget Management,
- **Upstream oil business**, Finance systems, Project finance, Contract/Procurement, Tender Board, Restructuring.
- **Commercial Acumen**. Negotiating, Cost Control, Business Development, Start-ups, Process Improvement.
- **Management and Team Leadership**. Change Management, Business Partnering, Team building.
- **Communication**, Interpersonal, Problem-solving, Influencing.

PROFESSIONAL EXPERIENCE

Gabriel Domale Ltd, Port Harcourt, Nigeria
(Management Consulting Firm – www.gabrieldomale.com)

Present organization

Director - Finance, Strategy & Business Development | Chief Financial Officer, 03/2017 – Present

CERTIFIED MANAGEMENT CONSULTANT (CMC)

Leading the board of Gabriel Domale (Management Consulting) firm which functions as a trusted business partner to help organizations and high worth investors to achieve competitiveness and growth in the market.

Collaborate with Clients to deploy these MANAGEMENT TOOLS in their organizations.

- Strategic Planning
- Benchmarking
- Advanced Analytics
- Supply Chain Management
- Change Management
- Business Model Innovation
- Strategy, Mission and Vision Statements
- Customer Satisfaction System

ADVISORY: Act as Independent Advisor to Business Leaders, Investors, Banks, and EPC Contractors and providing advice on:

- Business Growth: Deliver transformation, restructuring, and strategic improvements and development of business models for clients.
- Merger & Acquisition (M&A): Insights on the challenges, opportunities, portfolio strategy, and asset trading (acquisitions and divestments), and asset valuation decisions.
- Oil Reserve Valuation: Comprehensive review of surface data and preparation of Competent Person's Report (CPR).
- Financial Approval Authority - best practices for financial delegation of authority frameworks.
- Upstream Capital Projects: Different organizational models for execution and support. Projects' categorization/classification process. Allocating project category/classification to teams.
- Investment Decision: Preparation of investment proposal. Securing approval by decision review boards. Cross-functional interaction of experts in the investment process.
- Oil Production Market: Constraints to increasing production. Necessary investments to increase oil production.
- Strategy | Strategic Planning: Develop strategies for clients that can deliver growth and ensure business alignment. Act as a Strategic Enabler.
- Joint Venture Management: Preparing Joint Venture Operating Agreement, support operations, and performance reporting.

SHELL, Port Harcourt, Nigeria

11/1990 – 03/2017

(Shell Petroleum Development Company of Nigeria (a Royal Dutch Shell company - a global leader in the oil gas industry))

Project Finance Manager | Upstream Oil & Gas - SSAGS, FYIP, Otumara, Adibawa, Agbada, Assa North

11/2012 – 03/2017

- Leadership | Finance Manager | Finance Business Partner: Provided efficient financial management, financial planning, and analysis for 7 major capital projects and secured value on the full life cycle of upstream oil/gas projects, power facilities and export pipelines (Total investments | acquisitions: \$8 billion).
- Strategic Planning | Budget Management: Translated the business strategy into financial and business plans, budgets and projections for asset acquisitions development that aligned with the company's strategic direction annually.
- Finance | Accounting | Contract Management: As a member of the contract management team for 80 contracts (valued at \$4.8 billion), managed payments and secured savings on negotiated contract variations/claims and optimized tax positions.
- Cost Reductions | Savings: Achieved a cost savings of \$33 million from effective supply chain transformation and implementation. Recovered 100% of the debt (\$30 million) by developing innovative funding and payment solutions that enabled clients and banks to resolve problems associated with poor EPC contractors' financial management. Received performance award.
- Revenue Growth: Boosted revenue by increasing a key project's gas/oil supply by 300% in a challenging environment through efficient finance business partnering. Received performance award.
- P&L Management: Led the finance team to achieve timely, consistent and accurate cost accounting / reporting for the entire capital projects.
- Corporate Finance: Developed financial / funding strategy and secured adequate funding approvals for the 7 projects. Ensured adequate cashcalls/cashflows from JV Partners.
- International Experience: Commended for leading "Best practices knowledge sharing" sessions for global finance and procurement teams across several countries in 6 global regions.
- Big Data | Analytics: Led finance transformation change for finance function restructuring. Successfully migrated data to the shared service centre.

- Investment Support | Management: Secured full investment approvals for \$8bln capital projects through due diligence and review of project economics, costs estimations, financials, production reserves, and project lifecycle costs.
- Upstream Oil and Gas Business: Nominated for an Upstream Impact Award for excellent contribution to the upstream oil and gas business.

Chief Financial Officer | Treasurer | Executive Board Member | Shell Club, 04/2014 – 02/2016

- Executive Board Member | Leadership: Ensured efficacy of the board. As the Chief Financial Officer (Treasurer) and Chairman of contracts tender board, provided comprehensive value-adding services such as finance, planning, procurement, and commercial deal negotiations.
- Cost Reduction: Achieved a 22% reduction in contracting and procurement costs. Promoted cost-conscious practices across the organization and with contractors.
- Change Management | Transformation: Successfully managed and implemented transformation and change through regular engagements. Successfully implemented an efficiency drive in the supply chain process. Developed purchasing strategies that achieved a competitive cost advantage.
- Strategy | Business Planning: Implemented operational strategies, supplier development, value optimization and resolution of operational issues by effectively communicating ideas and supplier solutions.
- Continuous Process Improvement: Implemented continuous process improvement initiatives and reviewed on week basis leading to significant cost reductions with a 49% increase in net cash balance.
- Business | Internal Controls: Championed and achieved increased compliance with the financial controls framework for the club of about 1000 members from diverse organizations.
- Contracts Management | Tender Board Management: Facilitated a more transparent contract tendering process and established more effective approaches to purchasing and supply management optimization. Boosted participation and performance of contractors as the bidding process was more competitive and transparent.
- Treasury | Mentoring | Coaching: Received the commendation of Club patrons for coaching and mentoring the treasury operations team leading to timely payments.
- P&L Management | Accounting: Led the finance team to achieve accurate financial reports on a timely basis. Received commendation.
- Revenue Growth: Achieved increased revenue collection from customers and statutory payments.

Deputy Business Finance Manager | Upstream Production - Oil & Gas Onshore Assets, 02/2009 – 11/2012

- Business Strategy | Budgeting: As the finance business partner and business controller, led budget planning and successfully managed an annual budget (\$0.5 billion: over 50% of corporate operating budget). Secured 95% funding approvals through engagements, collaborations, and strong relationships with joint venture partners, senior leadership and high-profile stakeholders.
- SAP Cost Reporting Project: As a member of the 'Cost reporting' project team, produced a standardized cost report with analytics and insights for business leaders. Implemented the system change. Received recognition award.
- Cost Reduction / Savings: Developed a transparent structure for capturing and reporting cost savings which led to operational efficiency and cost savings. Was adopted as best practice company-wide. Received a special recognition award.
- Contracts Approval Board: Provided good judgements, contributions, and support as a member of the major contract/tenders' board and received commendations from senior business leaders.
- Risk Management Lead | Custodian - Governance and Controls Frameworks: Coordinated production teams' risk management on a quarterly basis, and ensured oil/gas production operations were sustained and not exposed to unmanaged risks
- Business Operating Model: Developed an innovative solution which included a suite of high-level finance measures and production function operating model. This enabled leadership to make difficult business decisions on operational and revenue targets.

- Revenue | Leadership | Management: Was specially rated as 'world-class business finance team' by the finance senior leadership for providing financial excellence in finance operation, risk management, and business partnering. Contributed significantly to the company producing additional barrels of oil equivalent per day (boe/d) and increased revenue.
- P&L Management: Led the finance team to achieve comprehensive and accurate cost accounting on a timely basis.

Head Business Controls, SAP Compliance, and Monitoring, 11/2005 – 01/2009

- Leadership and Team Management | Compliance: Member of the controller, governance, risk, and assurance team: covering the entire organization. Led a team of 9 staff and spearheaded the organization's compliance with business and SAP system controls.
- Controls Framework: Developed operational controls frameworks for several finance systems (including SAP) for the entire organization.
- Systems Improvement: Received recognition for developing SAP system bypass that expedites the approval of services and invoice payments. Achieved over 50% reduction in unapproved SAP transactions in the first month of the change implementation.
- Compliance Monitoring: Successfully integrated compliance monitoring of SAP transactions across 2 Shell companies in Nigeria. Developed monthly compliance reports used by directors and managers to monitor the optimal use of SAP system functionalities.
- Segregation of Duties: Effectively ensured compliance with the use of delegated authorizations and segregation of duties as the custodian of the corporate manual of authority. This facilitated the timely processing of SAP transactions.
- Key Performance Indicators: Developed well-structured finance key performance indicators for regional reporting of finance and accounting operations across 3 Shell companies in Africa.
- Finance Systems Administration: Ensured overall management of user access administration and controls, and system assurance for SAP and other finance systems in Nigeria (>2,500 users) and ensuring their effective operation and full compliance with SOx requirements.

Deputy Manager, Corporate Budgeting, and Reporting | SAP investment module, 04/2000 – 11/2005

- Board of Directors | Support: On invitation, prepared board meeting presentations, participated in meetings, provided advisory and performance reporting. Provided decision support to ensure the efficacy of the board and the implementation of the board's decisions company-wide.
- Budgeting for the entire company: A track record of organizing the entire company's budget and performance approval reviews meetings with high profile joint venture partners to achieve adequate funding from government and the JV partners. Secured 95% partners' approvals of the organization's corporate budget. Hands-on experience with stakeholders' management and working with the executive management team.
- Corporate Strategy and Financial Planning: Translated corporate and business strategies into financial plans by budgeting and forecasting. Provided finance coordination, financial planning and analysis, and data support for the formulation and implementation of the corporate business strategy and business plans. Produced timely budget plans and performance on a quarterly and an annual basis for C-Level executive team.
- SAP Implementation: Successfully coordinated the implementation of SAP investment module (go-live) throughout the company, though it was exceptionally challenging as an improper migration of data could have led to an irreversible impact on business continuity. Leveraged on strong team dynamics and achieved error-free data migration.

- **Cost Savings Initiatives:** Led cost strategic initiatives throughout the organization and achieved low unit operating costs. With the support of management, got the entire organization to stop work for a day to reflect on how to reduce costs.
- **Systems Development:** Anchored the development of an online interactive real system used for the review and approval of budget and performance proposals by joint venture partners. Organized users' acceptance tests and secured JV partners' buy-in.

Finance Consultant, Transformation, and Process Improvement, 02/ 1996 – 11/1997

- Member of Finance consulting team made up of a consortium of top-tier consulting firms (including PwC).
- Provided financial consulting services to the finance organization which included finance transformation, and process improvements. Adopted management consulting practice and methodology and delivered process improvements
- Recognized and selected as the internal consultant and company representative on the Finance consulting team. Led several workstreams (e.g. budgeting process). Successfully completed project planning and performance reporting.
- Conducted process redesign and delivered improvements in planning, budgeting, finance systems, financial close and broad suite of financial services. Developed the corporate budget policy and procedure manual.
- Analyzed and diagnosed business process and systems and achieved simpler and more efficient workflows. Developed innovative approaches for delivering results e.g. shortened the process span and reduced the number of approvers.
- Diagnosed finance process issues such as delays in securing approvals for budget revisions. Developed a budget revision solution and budgeting procedure guide.
- Conducted reviews of business processes, competence profile, competence gaps and developed innovative learning solutions to address competence gaps. Delivered material accounting and reconciliation training.

EDUCATION & PROFESSIONALS CERTIFICATION

Doctoral Degree (DBA) Strategy, IE Business School, Madrid, Spain

Masters of Science (MSc) Research Methodology in Management, IE Business School, Madrid, Spain

Master's in Business Administration (MBA), Finance and Banking, University of Port Harcourt, Nigeria

Bachelors of Science (BSc) Accountancy, University of Nigeria

Certified Management Consultant (CMC), The International Council of Management Consulting Institutes

Management Consultant (FIMC), Fellow, The Institute of Management Consultants, Nigeria

Certified Accountant – (FCA) Fellow, Institute of Chartered Accountants of Nigeria

Procurement and Supply Chain Professional (MCIPS), Chartered Institute of Procurement & Supply, London

Management Practice Professional (MNIM), Nigerian Institute of Management (Chartered)

Member, Strategic Management Society, Chicago

HONORS AND AWARDS

- In 2017, Nominated for the Best Conference Paper Award of the Strategic Management Society conference in Houston.
- In 2015, Nominated for the Best Conference Paper Award of the Strategic Management Society conference in Denver.
- In 2015, Appointed the Chair for the Session on “Leading change implementation processes” at the Strategic Management Society conference in Denver, United States.
- 2015 & 2014 - Honored for exceptional leadership, vision, and meritorious service as Club Treasurer (Shell Nigeria).
- 2014 - Recognized for contribution to the realization of a project’s concept selection and value assurance (Shell).