

# Effie Rizal Mustafa Kama, PMP

TECHNOLOGY CONSULTANT

effierizal@gmail.com

+601110198939

Petaling Jaya, Selangor MY



**Citizenship:** Malaysian

**Date of Birth:** 23 June 1976

**Spoken & Written Languages:** English, Malay, Arabic

## PROFILE

Experienced Technology Consultant that has over 23 years of broad-based and successful experience in Technology Consulting and Project Management within the ICT domain involving Malaysian government agencies, financial institutions, oil & gas, manufacturing, and retail industries. Has led and successfully delivered multiple complex projects, enterprise-wide initiatives deployments, and large-scale system implementations in all phases of diverse Technology Projects. Talented and experienced at defining, modifying, and implementing various Project Management methodologies, processes, standards, best practices, governance, and compliance.

PMP, CDCP, ITIL & Risk Management credentials, studies in Banking and Finance, and 15 years of Project Finance experience.

## CAREER EXPERIENCES

**Senior Manager, Technology Consulting – Digital & Emerging Technologies**

**Ernst & Young Consulting Sdn. Bhd.**

**2022 – Present**

- Strategically helping organizations change the course of their business and gain a competitive advantage with investments in digital business building, software, advanced data analytics and disruptive technologies
- Working with clients from strategy to implementation, so that every money invested has the potential to exponentially impact profitable growth
- Drive digital innovation and serve as a change agent throughout client's organization
- Defining and implementing digital strategy by working with cross-functional parties to map and transition analog processes to digital
- Acting as an evangelist, championing the use of digital technology and practices to engender a digital mindset from the top down
- Collaborating, knowledge sharing, and practicing digital best practices among clients and vendors to help establish a robust digital ecosystem
- Measuring ROI for digital projects, fine-tuning approaches as needed to ensure that target client are investing in the appropriate tools and resources
- Areas of responsibilities includes;
  - Technology strategy and digital foundation design
  - Technology capability assessment
  - Technology operating model design
  - Technology governance

- IT Technology organization design
- Product management / agile delivery support / devOps
- IT post-merger integration / divestiture support

### **Lead, Technology Consulting**

#### **HeiTech Padu Berhad**

**2017 – 2022**

- Led a team group of consultants to perform consultative work with clients to determine business requirements and system specifications and define the scope of a project or program
- Work with clients to establish future-facing insights, implications, and recommendations; deliver advice; and identify and solve problems
- Work with senior managers in the delivery of client engagements and associated outputs, supporting the team in day-to-day client management, project management, and development of high-quality deliverables
- Analysed market research data including market positioning and determine the impact of digital transformation on revenue and the growth of the clients
- Lead technical evaluation and determine technical requirements of projects
- Assisting stakeholders seeking to identify & correct inefficiencies in project workflow & processes
- Successful delivery of large-scale implementation projects, including ICT infrastructure, Software Development and Cloud services
- Handling complex initiatives tied to HeiTech's consulting business unit & for customer's enterprise-wide projects, often working on multiple projects simultaneously
- Produced winning upstream proposals through a strategic assessment of clients that led to a recommendation for a focused growth strategy that increases revenue by a projected cumulative of 20% - 40% over 5 years

### **Head, Project Management Office (PMO)**

#### **HeiTech Padu Berhad**

**2012 – 2017**

- Overseeing the Project Management Governance in the development & delivery of HeiTech's projects
- Accountable for the IT Portfolio processes including IT planning, portfolio governance, project methodology framework, and resource capacity management
- Ensure project management standards are being executed across the IT project portfolio
- Drive improvements into the PMO program and ensure industry best practices are leveraged
- Perform project team member supervision including performance management, career growth and development
- Analyze project proposals to determine time frame, funding limitations and appropriate process for accomplishing projects
- Provide leadership and motivation to project team members throughout the project life cycle and confer with project team to outline work plan
- Implement project communications including Project Steering Committee meetings and status reports
- Manage project risks and issues and implement mitigation plans
- Ensure that project goals are accomplished and in line with business objectives.

- Direct and coordinate activities of project personnel to ensure project delivers on schedule and within budget
- Set standards for project management capabilities, certifications and qualifications for Project Managers, success measurement criteria, methodologies, tools to be used, etc
- Established 'Centre of Excellence' to nurture project management practitioners and share knowledge of industry best practices
- Provide strategic recommendation to enhance the success of HeiTech's program/projects

### **Senior IT Project Manager**

#### **HeiTech Padu Berhad**

**2007 – 2012**

- Providing project management over large-scale, top priority & complex technology initiatives.
- Managing budgets of up to MYR 150 million & cross-functional teams of up to 120 developers, programmers, analysts, servers & network specialists.
- Drive the execution of all processes in the product lifecycle, including product and market research, competitor analysis, planning, positioning, requirements and roadmap development, and product launch
- Translate product strategy into detailed requirements for prototyping and final development by engineering teams
- Create product strategy documents that describe business cases, high-level use cases, technical requirements, revenue, and ROI
- Collaborate closely with engineering, production, marketing, and sales teams in the development, QA, and release of products, and balance resources to ensure success for the entire organization
- Develop product positioning and messaging that differentiates HeiTech across primary market segments
- Ensuring compliance with objectives, organizational policies, procedures, and standards.
- Ensuring project complies with best practices, SOPs, PMO policies, and other policies.
- Successful delivery of systems engineering & migration, software/database development and enterprise-wide implementation projects for HeiTech's clients including;
  - Prime Minister's Department
  - Ministry of Youth & Sports
  - Ministry of Transport
  - Ministry of Higher Learning
  - Ministry of Education
  - Jabatan Pendaftaran Negara
  - Jabatan Pengangkutan Jalan Malaysia
  - Perbadanan Putrajaya
  - State government of Penang
  - State government of Kedah
  - State government of Johor
  - Permodalan Nasional Berhad
  - Bank Negara Malaysia
  - Bank Simpanan Nasional
  - Bank Rakyat
  - Hong Leong Bank
  - Bank Islam
  - MIDF
  - PERKESO
  - Bursa Malaysia

**Senior Project Coordinator**  
**Amasu Consultancy Services Sdn. Bhd.**  
**2002 – 2007**

- Working closely with project team members, managers & leads to help deliver Amasu's clients' projects efficiently
- Monitoring project progress and creating project status reports for project managers and stakeholders
- Assisting with resource scheduling so that team members have the resources they need to complete their tasks
- Scheduling stakeholder meetings and facilitating communication between the project manager and stakeholders throughout the project life cycle
- Managing project management documents such as the project plan, budget, schedule or scope statement, as directed by the project manager
- Executing a variety of project management administrative tasks such as billing and bookkeeping
- Supporting team members when implementing risk management strategies

**Special Project Coordinator**  
**Delta Vantage Sdn. Bhd.**  
**1998 - 2002**

- Managing the administrative tasks, such as document & information distribution, report collation & communication support
- Responsible for Procurement & Vendor Management
- Taking the role of site supervisor during the Project Manager's absence
- Managing the administrative tasks, such as document & information distribution, report collation & communication support
- Maintaining project documentation, such as plans & reports; assigning tasks & controlling schedules; communicating the project's progress to team members & other stakeholders, and managing the project's budget for clients

## **EDUCATION & PROFESSIONAL CERTIFICATIONS**

- **Diploma in Banking** – Issued by Universiti Teknologi MARA in 1997
- **Project Management Professional, PMP** – Issued by Project Management Institute in 2012
- **Qualified Technician** – Issued by the Malaysian Board of Technologists (MBOT) in 2022
- **ISO/IEC 20000 IT Service Management System Auditor** – Issued by International Register of Certified Auditors IRCA International in 2009
- **Information Technology Infrastructure Library, ITIL Practitioner** – Issued by APM Group Ltd. in 2010
- **Certified Data Centre Professional, CDCP** – Issued by EPI - Enterprise Products Integration Pte Ltd in 2008

## **REFERENCES**

- |  |  |
|--|--|
| <b>1. Zahrul Badrin Zakaria</b><br>Senior Consultant<br>HeiTech Padu Berhad<br>Mobile: +60174718722<br>Email: zahrulz@heitech.com.my | <b>2. Dato' Ishamuddin Razaman</b><br>Chief Executive Officer<br>Cybertech Security Sdn.Bhd.<br>Mobile: +60129021883<br>Email: ishamuddin@cybertech.com.my |
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## IT PROJECT TRACK RECORDS

1. **Role in Project:** Technology Consultant  
**Customer:** Kulim (M) Berhad  
**Name of project:** Agro Edge Operationalization  
**Project Value:** RM 10 mil  
**Scope of Project:** Operationalization of Agro Edge (a digital start-up company for Kulim Berhad) including the implementation of an agri-technology industry-specific Digital Platform. The implementation includes;
  - Development of an integrated web-based & mobile apps system which caters the whole agri-farming supply chain process from Upstream, Midstream and Downstream.
  - Development of smallholders / farmers onboarding system which incorporates eKYC / biometric / facial recognition technology.
  - Implementation of AI-enabled Crop Management and utilising Blockchain technology for produce traceability from farm-to-consumer.
  - Development of a Farm Management system which incorporates Smart Farming IoT-based technology.
  - Design & build a new Central Processing & Packaging Center (CPPC) to cater for the increased harvest volume utilising Smart Ordering & Warehousing System
  - Integrating CPPC system with backend ERP system (SAP) including logistics and downstream sales and distribution.
  - Deployment of eCommerce platform to cater for Business-to-business (B2B) supply chain demand.
  
2. **Role in Project:** Lead Consultant  
**Customer:** Jabatan Pengangkutan Jalan (JPJ), Kementerian Pengangkutan Jalan Malaysia.  
**Name of project:** mySIKAP System Revamp / JPJ Digital Transformation  
**Project Value:** RM 600 mil  
**Scope of Project:** Implementation of JPJ mySIKAP Core Application & ICT Infrastructure Modernization which includes;
  - Technology refresh for the IBM z15 Mainframe infrastructure
  - Migration of JPJ Core Application of mySIKAP system to Open Platform on x86-based servers
  - IBM Enterprise Storage upgrade
  - Network & Security devices/peripherals Technology Refresh & upgrades.
  - Modernization of Core Application system by migrating from COBOL-based legacy applications to Open Platform (Container/Micro Services)
  - Development of JPJ Super Mobile App with feature-rich including the digitization of Digital Driver's License & Digital Road Tax
  - Business Process Reengineering implementation for JPJ existing Business Process to accommodate the proposed Digital Transformation.
  - Redesigning of Service Counters at JPJ offices nationwide to aligned with Digital Transformation
  - Conducted focused-group workshops within JPJ IT team to identify Problem Statement, producing a comprehensive end-to-end Technology Solution and presented to Ministry of Transport (MoT).
  - Produced the JPJ System Revamp IT Blueprint

3. **Role in Project:** Lead Consultant  
**Customer:** Perbadanan Putrajaya (PPJ)  
**Name of project:** Putrajaya Smart Parking, Solar EV stations & Super App  
**Project Value:** RM 100 mil  
**Scope of Project:** Implementation of Putrajaya Smart City which includes;
- Implementation of Smart Parking system for the City of Putrajaya for 12,000 public parking lots utilising Internet of Things (IoT) sensors and integrating with PPJ's central Command Centre.
  - Implementation of roof-top Solar Panels and integrating with PPJ existing power grid to ensure efficiency of energy/electricity usage.
  - Implementation of Smart Electric Vehicle (EV) Charging Stations throughout the City of Putrajaya and integration with Smart Parking system.
  - Implementation of Super Mobile Apps for City of Putrajaya to include feature-rich capabilities for the public.
4. **Role in Project:** Lead Consultant  
**Customer:** Penang State Government  
**Name of project:** Smart EV Charging Stations  
**Project Value:** RM 150 mil  
**Scope of Project:** Implementation Smart EV Charging Stations Implementation which includes;
- Co-developing with partners and implementation of Smart Electric Vehicle (EV) Charging Stations throughout the Penang Island and Seberang Perai and integration with existing Smart Parking system.
  - Implementation of roof-top Solar Panels to Penang's existing 36,000 street parking lots and integrating with the current Smart Parking system utilising IoT sensors.
  - Upgrading of Penang State's Central Command Center including digitalisation of Core Business Processes.
5. **Role in Project:** Lead Consultant  
**Customer:** Kulim Municipal Council, Kedah State Government  
**Name of project:** Smart EV Charging Stations  
**Project Value:** RM 50 mil  
**Scope of Project:** Implementation of Smart EV Charging Stations which includes;
- Co-developing with partners and implementation of Smart Electric Vehicle (EV) Charging Stations throughout Kulim and integration with existing Smart Parking system.
  - Implementation of roof-top Solar Panels to Kulim's existing 7,000 street parking lots and integrating with the new Smart Parking system utilising IoT sensors.
  - Implementation of Kulim Municipal Council Super Mobile App which includes feature-rich capabilities such as eWallet and digitalisation of Public Services.
6. **Role in Project:** Lead Consultant  
**Customer:** Koperasi Polis Di Raja Malaysia (KPDRM)

**Name of project:** Digital Transformation / Digital Banking

**Project Value:** RM 50 mil

**Scope of Project:** Implementation of the KPDRM Digital Transformation initiatives which includes;

- Implementation of Digital Transformation for KPDRM services to its cooperative members within the Police Force.
- Transformation of KPDRM from cooperative-based organization to Digital Bank.
- Implementation of Core Application System and integration with existing ecosystem.

7. **Role in Project:** Project Director

**Project Duration:** 36 Months (2019 – 2022)

**Customer:** Pertubuhan Keselamatan Sosial Malaysia (PERKESO)

**Name of project:** Benefits Automated Management System (BeAMS) Application Development & Infrastructure Upgrade

**Project Value:** RM 23 mil

**Scope of project:**

a. Application development for BeAMS system modules;

- Scheme Management
- Medical Board
- Medical Services
- Return to Work
- Portal

b. New ICT infrastructure setup for BeAMS system

- IBM P9 Servers deployment
- V7000 Storage deployment
- Cisco core & floor switches
- F5 Load Balancers
- New LAN & Firewall setup
- WAN Design Enhancement

8. **Role in Project:** Project Director

**Project Duration:** 12 Months (2019 – 2020)

**Customer:** Bank Simpanan Nasional (BSN)

**Name of project:** Enterprise Storage Upgrade & Mainframe Technology Refresh

**Project Value:** RM 150 mil

**Scope of project:** Infrastructure upgrade for BSN Core Banking System

- IBM Enterprise Server & Storage Upgrade
- IBM Operating System Upgrade
- Oracle Database Upgrade
- Enterprise Backup Solution Implementation
- Cisco LAN Equipment Upgrade
- Palo Alto Firewall Upgrade & QRadar Network Security Implementation
- DynaTrace Application Performance Monitoring Upgrade
- Data Center Renovation & Equipment Relocation
- Disaster Recovery Plan (IT DRP) Implementation

9. **Role in Project:** Project Director  
**Project Duration:** 12 Months (2017 – 2018)  
**Customer:** Bank Simpanan Nasional (BSN)  
**Name of project:** Core Banking Technology Refresh  
**Project Value:** RM 63 mil  
**Scope of project:** Infrastructure upgrade for BSN Core Banking System
- IBM LinuxOne Mainframe & Power 8 Servers Implementation
  - IBM V9000 & V9000 Storwize Storage Implementation
  - Oracle Implementation Services
  - Core Banking Systems Upgrade
  - Loan Management Systems Upgrade
  - DynaTrace Host Monitoring Systems Implementation
  - Application Performance Test
  - Security Posture Assessment & Penetration Tests for Core Banking Systems
  - Wide Area Network (WAN) Upgrade
10. **Role in Project:** Project Director  
**Project Duration:** 60 Months (2012 – 2016)  
**Customer:** Bank Simpanan Nasional (BSN)  
**Name of project:** Core Banking Replacement Program  
**Project Value:** RM 200 mil  
**Scope of project:**
- a. Core Banking System Replacement. Development of new core banking system which consists of;
    - Deposit Module
    - Payment Module
    - Branch Delivery System
  - b. Loan Management System Replacement. Development of new loan system which consists of;
    - Loan Origination
    - Disbursement
    - Collection
    - Conveyancing & Litigation
  - c. IBM Power 7 Server deployment
  - d. IBM PureFlex Systems deployment
  - e. Oracle Database implementation
  - f. Cisco Local Area Network (LAN) Equipment deployment
  - g. Security Posture Assessment & Penetration Test
  - h. System Performance Test
11. **Role in Project:** Project Director  
**Project Duration:** 12 Months (2010 – 2011)  
**Customer:** Bank Simpanan Nasional (BSN)  
**Name of project:** Data Center Relocation  
**Project Value:** RM 100 mil  
**Scope of project:**
- a. Data Center Renovation
  - b. M&E Deployment for new Tier 3 Data Center
  - c. LAN Upgrade



- d. Commissioning of new 50Mbps & 100Mbps WAN Link from DC to DRC
  - e. Data Center Relocation & Role Swap
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- 12. **Role in Project:** Project Manager  
**Project Duration:** 3 Months (2009)  
**Customer:** Bank Rakyat  
**Name of project:** Disaster Recovery Center Relocation  
**Project Value:** RM 200k  
**Scope of project:**
    - a. DR Servers & Network Equipment Relocation
    - b. LAN Upgrade & Reconfiguration
    - c. M&E Upgrade
    - d. Migration & Integrations
  
  - 13. **Role in Project:** Project Manager  
**Project Duration:** 8 Months (2009)  
**Customer:** Bank Simpanan Nasional BSN  
**Name of project:** Server Consolidation & Virtualization  
**Project Value:** RM 4.5 mil  
**Scope of project:**
    - a. VMware Implementation for Non-Core Systems
    - b. HP Enterprise Server & SAN Storage Deployment
    - c. Commissioning of new 1Gbps WAN link for replication
    - d. SAN Storage Replication Solutions Implementation
    - e. Symantec NetBackup Enterprise Backup Solutions Implementation
    - f. Enterprise Vault Email Archiving Systems Implementation
  
  - 14. **Role in Project:** Project Manager  
**Project Duration:** 3 Months (2008)  
**Customer:** Malaysian Industrial Development Finance Berhad MIDF  
**Name of project:** Disaster Recovery Center Relocation  
**Project Value:** RM 1.5 mil  
**Scope of project:**
    - a. Relocation of IT Equipment from multiple sites
    - b. Server Consolidation & Virtualization Implementation
  
  - 15. **Role in Project:** Project Manager  
**Project Duration:** 3 Months (2008)  
**Customer:** Kementerian Pelajaran Tinggi (KPT)  
**Name of project:** Data Center & Office Relocation  
**Project Value:** RM 1 mil  
**Scope of project:**
    - a. Relocation of IT & Office Equipment to new KPT office in Cyberjaya
  
  - 16. **Role in Project:** Project Manager  
**Project Duration:** 6 Months (2008)

**Customer:** Bank Negara Malaysia (BNM)  
**Name of project:** Data Center Relocation & SAN Storage Deployment  
**Project Value:** RM 1.3 mil  
**Scope of project:**  
a. Relocation of IT Equipment to BNM  
b. New HP Enterprise SAN Storage Implementation

17. **Role in Project:** Project Manager  
**Project Duration:** 6 Months (2007)  
**Customer:** Kementerian Belia & Sukan (KBS)  
**Name of project:** High Availability Project  
**Project Value:** RM 700k  
**Scope of project:**  
a. IBM Servers & Storage Implementation  
b. Messaging Infrastructure High Availability Implementation  
c. Internet Security & Acceleration Implementation  
d. Database High Availability Configuration Implementation  
e. Web-based Application Systems & Portal / Website High Availability Implementation
18. **Role in Project:** Project Manager  
**Project Duration:** 18 Months (2007)  
**Customer:** Permodalan Nasional Berhad (PNB)  
**Name of project:** Investment Management System Upgrade (IMS)  
**Project Value:** RM 3.3 mil  
**Scope of project:**  
a. Development of new Investment Management System for Amanah Saham Nasional Berhad (ASNB)  
b. Integration of PNB's Investment Management System to Bursa Malaysia (Malaysian Central Capital Market Bourse)  
c. Install, configure, test & commission new HP Blade Servers & Enterprise Storage  
d. Implementation of SAN Storage replication via new 2Mbps MPLS link to DRC  
e. System Development, configure, test & deliver new IMS Application for PNB  
f. Database migration from Oracle 10g to 11g and Oracle Forms Suite 9