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### **Objectives/Goals**

To work within a dynamic International Company which would utilize my knowledge/training of Program Management; IT Strategy & Governance; Functional Supply Chain Management; and International Business Practices at an Executive Level Position

### **Qualifications**

Supply Chain Management and Related Information Systems Professional with over 25 years experience in directly managing multi-functional strategies and development of innovative business/IT alignment processes.

- Business Development Qualifications
  - Developed CXO customer engagement support processes that allowed sales/field teams to leverage Hewlett Packard's Global Operations and IT best practices, enabling the company's top 50 enterprise accounts to increase revenue opportunities to \$6.6 billion
  - Completed Supply Chain Assessment (utilizing SCOR Framework) which reduced Compaq Order Cycle Time/Inventory by \$ 5.0 Billion
- Operational Qualifications
  - President of a Consulting Firm for +15 years focusing on Enterprise Strategies, Project Management Office, and Infrastructure with the goal to transform technology problems into business assets <sup>TM</sup>
  - Managed 9 regional distribution facilities with complete control of order cycle/JIT stock replenishment to over six food commissaries and ten McLane Company, Inc. Distribution Centers throughout the country.
  - Managed Three Operations Groups totaling over \$ 20 million in sales with a \$ 5 million P/L responsibility
- IT and Project Management Qualifications
  - Global Audit/Readiness Assessment for a client's CEO/CIO SAP© ECC6.0 Implementation. Business process areas consisted of: Supply Chain; Customer Relationship Management; New Product Introduction; Financial and Treasury processes; and project management processes. Initial system integrator advised 80% of all processes were defined and ready for Go-Live; however, our audit revealed processes were not defined or at a Ready State with Supply Chain at only 8%, Customer Relationship Management at 0%, New Product Introduction at 0%, Finance and Treasury at 35%, and Project Management at 25%. Readiness Assessment created a trusted advisor role between the executive committee, CEO, and CIO; which in turn, Concentric3 was awarded overall Project Management of the Global SAP© ECC6.0 Implementation, which oversaw a successful Go-Live August 2009.
  - Managed a two year Global SAP© ECC6.0 Implementation for a High Tech Firm (budget \$25 M) encompassing SAP© modules of SD, MM, PP, PS, CRM, FICO, Data Migration, SOX process controls; as well as, managed business functions for Organizational Change Management and Program Management Functions. Managed approximately 400 team members while directly reporting to the CEO/CIO.
  - Helped provide executive management and oversight of a 14-month Infrastructure program encompassing 10 total initiatives involving 3 major projects, which were: Disaster Recovery; Data

- Center Selection; and Hardware/Server Refresh in 50 locations in the USA and 10 locations throughout South America requiring zero down time.
- Managed HP's IM Strategic Roadmap and alignment to Business/Financial
  - Managed Financial Program altering tax jurisdictions providing Compaq with \$ 360 million Annualized Savings
  - Managed and Implemented Global Supply Chain Solutions (Transportation and Warehouse Management Systems) which enabled Compaq to save and estimated \$ 700- \$ 1 billion in Supply Chain Cost for FY2000
  - Developed IT Steering Process based upon IT Project Life Cycle Process and Strategic Program Roadmap— reducing the overall # of programs/projects by ~66 %
  - Developed a Ground Up Application encompassing the complete life cycle. Application System encompassed Order Management; Accounting; Credit Controls; Inventory Management; and Reporting Tools
  - Project Management Team (PMT) Owner Team Qualifications (August 2011 – current)
    - Managed Sasol Chemicals (USA), LLC's Separation Management Office (SMO) around the sale of the newly built assets of the LLDPE, LDPE, and Cracker units for \$2 billion. Responsibilities include tracking, tracing, and obtaining all answers to bidders questions during bidding processes, preparing all related project management activities of support SAP extracts and Go-Lives from all modules specifically OTC and PTP for the newly formed joint venture Louisiana-based Integrated Polyethylene Joint Venture (JV).
    - Managed Sasol Chemicals (USA), LLC's Gemini Project On Ramp Initiative, which included changing business processes and IM Systems for starting up the HDPE Gemini joint venture with INEOS. Processes and systems included: Planning Production and Available To Promise; Inventory Movement to Support Orders and Packing; Packing (Bulk-to-Bag) via EDI; Order Management; Delivery by Rail via EDI; and Delivery by Ocean Freight Forward EDI Implementation
    - Managed Sasol Chemicals (USA), LCC's Lake Charles Chemical Project (LCCP) Project On Ramp Initiative, inclusive of processes, systems and project controls for starting up Sasol's \$11 Billion plant expansion for various units, e.g. LDPE, LLDPE, Alcohol, ETO, and Guerbet.
    - Managed Sasol Chemicals (USA), LLC's Advanced Planning and Scheduling (APS Digital Studio Team) Implementation of Picaso, using Agile and SCRUM (Jira and Confluence Tools) for moving the Existing ETO/Alcohol units by end 2018 and new expanded units by end 2019.
    - Created KBR's Sales, Marketing (Supply Chain) Business Functional and Services Specifications for a SAP System Integrator Bid approximated at \$150 M for Sadara Chemical, LLC (a Dow Chemical and Saudi Aramco joint venture).
    - Developed and reviewed with Legal all contractual schedules and attachments (Instructions for Bidders; General Terms and Conditions; Job Specifications for Technical and Functional areas; Contract Price/Payment Provisions; Safety; Dispute Resolution and Choice of Law; Taxes Duties and Related Obligations; Procurement of Licenses, Maintenance and Support; Special Terms/Conditions; Insurance; and Quality) for Sadara Chemical LLC's System Integrator Bidding Process.
    - Provided PMO Quality Control process for Sadara Chemical LLC 's (Saudi Aramco and Dow Chemical \$22 Billion joint venture) ECC SAP© \$300 Million Implementation project. PMO quality was around SAP Modules: FICO, HCM, PP, PM, QM, EH&S, MM/SCM, SD, PS; as well as, processes around Procurement, Architecture, Data Management and Reporting, Integration, Acceptance Criteria and Testing, Implementation Planning, Team Interaction, Plant Commissioning, and First Product Rollout. The project also included a Lift and Transfer Infrastructure project moving the ECC and R/2 Dow SAP© hosted environments and platform to Sadara Chemical LLC's In-Kingdom platform on ECC utilizing DB2 and Blade Servers.

## Work Experience

### **The Concentric3 Group, Inc. President and Principal Owner**

**October 2003 – Present**

- Grew sales/revenue from start up funds/capital to \$2.5 million in revenues within 7 year period
- Developed consulting practice around multiple industries from Transportation; High Tech; Financial Audit and Compliance; Japanese Trading Companies; Energy; Chemical; Engineering
- Established Strategic Alliances with key partners around key areas of: Data Migration; SOX and J-SOX requirements; Business Process Modeling; SAP Offshore and near shore, and Affiliated Consulting partners (channel)
- C3 Consulting Practice Divisions Managed:
  - Enterprise Strategy: Our Enterprise Strategy team assists in the formulation of organizational and project strategies with measurable objectives. These objectives are based on performance measures instead of typical point solutions and are formulated using standard industry models.
  - Program Management Office: Our PMO helps implement business and information management initiatives to ensure budgets, schedules, and resources are aligned with the strategic goals of the organization. Greater success is achieved with proven control, communications, and management techniques.
  - Infrastructure Outsourcing: our Vendor Distribution Network is designed to support strategic alliances with our customers via utilizing applications and services without investing large amounts of capital.

### **Hewlett Packard Company**

#### **CIO & Global Operations Strategy and Planning**

**September 2002 – October 2006**

#### **Business Planning Manager – Strategy, Planning, Communication and Customer Engagements**

- Developed CXO Customer Engagement support processes allowing sales/field teams to leverage HP's Global Operations and IT best practices to grow additional revenue with the Top 50 enterprise accounts (overall revenue opportunity in 2004 of \$1.4 Billion; 2005 \$4.6 Billion; and 2006 \$6.6 Billion)
- Developed IT Optimization Standards and IT Framework for governance, client engagement, and delivery solutions via analyzing processes, applying Quality benchmarks, and establishing a communities of best practices approach to improve IT Performances (HP IT Budget \$ 3 billion).
- Developed HP's IT Next Generation Program Management Office which entailed: Scalability of PM Framework (Visioning; New Methodologies; Management of Change); Complexity (Financial Simplification; Policy Development) and PM Competency (Reference Handbook; Project Approval Checklist; Training/Seminars; and PM Assessment utilizing PMMM/SEI-CMM)
- Managed overall governance strategies of Project Management and Investment Portfolio Assessments utilizing business processes to define corporate baselines; strategic goal development; and program/project initiatives (maturing Project Management Processes plus Plan of Record Development by defining Strategic Programs; Legacy Development; and Maintenance/Support of Applications and Retirement Strategies)

### **Hewlett Packard Company**

#### **Enterprise Systems Group**

**May 2002 – September 2002**

#### **Manager – Program Group Strategy and Planning**

- Program Management Office for Enterprise System Group managing the governance and execution of the Integrated Plan of Record ~ 40 projects (Budget \$ 800 million)

- Developed a Consultant Project Management Model approach using Customer Driven Principles of Quality
- Areas of responsibility also included: Project Communication (Documentation Version Control Processes); Resource Management (Project Leveling; PM Training and Development) and Enterprise Architectural Portfolio (3000+ Applications)
- Created Application Portfolio Strategic Repository (list of 2000 + Applications) detailing replacement strategies for legacy systems with new technologies/applications and/or retirement strategies inclusive of off shore maintenance contracts

**Compaq Computer Corporation****Global Business Units & Supply Chain Systems (GBS)****October 2000 – April 2002****Manager - Programs Group Strategy and Governance**

- Program Management Office for Global Business Units Systems & Supply Chain Systems with over 120 Projects (Budget \$ 200 million)
- Developed a Resource and Organizational zero based budgeting approach for Executive Management
- Developed Executive Steering Processes for the IM Strategic Roadmap providing a unified approach on reporting schedules, milestones, budgets and issues (Primavera TeamPlay and TeamPlayer)
- Ensured business sponsorship and engagement as part of the Project Life Cycle Processes
- Developed Project Management Standard Operating Procedures, Methodology and Deliverables
- Developed Staff Management Approaches to ensure adequate training; vacation, mentoring, performance reviews etc to ensure successful implementations while providing employees with a Balance of Life; Challenges and Growth Opportunities

**Compaq Computer Corporation - Supply Chain Management (IM)****January 2000 – October 2000****Project Manager – Transportation Systems/Global Integrated Systems**

- Managed Business Requirements for Compaq's Global Supply Chain for North America; Europe/Middle East and Africa (EMEA); and Asia Pacific (Estimated Supply Chain \$ 48 billion)
- Defined Business Requirements Interfaces between SAP and I2's Transportation Manager/Optimizer
- Created North America's TM/TO Cut Over Plans for Go-Live - Identifying Task Names; Timelines; and Relationships which became Standard Operating Procedures within Compaq
- Defined Business Requirements for Compaq's Physical Distribution System (PDS)– encompassing 11 Global operating systems; defining Distribution Models by Country/Site; reviewed Change Management Requirements; and evaluated McHugh Distribution Control System (DCS) 4.2 and other Warehouse Management Systems

**Oracle Corporation (Energy/Process Industries Vertical - Houston TX)****April 1999 - December 1999****Staff Consultant - Custom Development Systems Group**

- Business Requirements and Developmental Processes for Kerr McGee (Upstream Operations) Present and Future Application Enhancements
- Quality Assurance Review of Conoco Technical Reference Manuals prior to Customer Publications & Implementations
- Developed and Implemented Resolutions to clients (Energy Corp of America and Conoco)

**Mitsui Packaging & Systems Inc (Dallas TX)****January 1997 - April 1999****Sr. Business Coordinator - Business Logistics/MIS Operations and Operational Manager for Fresh Food; Foodservice and International Operations**

- Forecasting and Inventory Analysis (Stock Replenishments) for 1000 plus SKU's estimated at \$ 150 million
- Implementation and Coordination of all Company Logistics/Distribution via Strategic Vendor Distribution Network (Total of 6 Fresh Food DC's; 3 Supply DC's, and 10 McLane National DC's)
- International Negotiations on Contract Terms/Conditions with Strategic Partners
- International Transportation and Contract Administrative Arrangements for Ocean Liner Chartering and Inland Transportation Traffic
- IT Manager/CIO for MIS Upgrade/Developments for Operations; Accounting; and Vendor Managed Inventories (VMI)
- Total IT Budgeted Expenditures estimated at \$ 3-4 million
- Total Sales Budget of three business segments: Sales of \$ 20 million with P/L Responsibility of \$ 5 million.

**Mitsui Packaging & Systems Inc. /Mitsui Plastics Inc****January 1992 - December 1996****Sr. Business Coordinator - Business Development (Dallas TX 1/96-12/96)****Sr. Sales Coordinator (Houston TX 1/92-1/95; Dallas TX 2/1-12/95)**

- Operational Manager of 7-Eleven/Southland's Foodservice/Fresh Food Packaging Business Segment (Estimated Sales \$ 6 million); inclusive of sales forecasting models; logistics/distribution; product and marketing development
- Primary Contract Negotiating Responsibility with Strategic Customers/Vendors for the Southland Corporation/7-Eleven
- Managed Contract Administration; Credit Analysis; and Inventory Management (Estimated Sales \$ 30-35 million).
- IT Manager/CIO of MIS Operations/Inclusive of EDI Interlinkage with McLane & Co.

**Mitsui & Co. (U.S.A.), Inc. (Houston TX)****June 1990 - December 1991****Business Development Research Assistant**

- Contract Administration/Credit Analysis for new Import/Export Business Developments
- Project Manager of 7-Eleven Japan's "Shop America" Consumer catalog and Assistant on Exporting Texas Granite for Nippon Telephone and Telegraph

**Education/Professional Certifications:**

**Texas A & M University, Bachelor of Business Administration - Majoring in Management with emphasis in Prelaw;** Graduated May 1990; Overall G.P.R.: 3.0/4.0; Major G.P.R. 3.25/4.0.

**Blinn College, Associate in Arts;** Graduated May 1988; Overall G.P.R. 3.803/4.0

**University of Houston (Central Campus) -** 6 credit hours of Japanese Language Study

**Supply Chain Council – SCOR (Supply Chain Operations Reference Model) –** Certified October 2000

**The George Washington University (Associate's Certification in Project Management) –** Certified May 1, 2002

**The George Washington University (Masters Certification in Project Management) –** Certified April 27, 2005

**Honors and Awards:**

**Eagle Scout**

**Order of the Arrow – Brotherhood (Boys Scouts of America Honor Fraternity)**

**Organizations:**

**St. Catherine's of Sienna Episcopal Church** - Bishop's Committee/Board of Directors for Non-Profit Organization (2004-2007)

**Boys Scouts of America** - Assistant Scout Master T-1631, Sam Houston Area Council (2008-2015)

**Lawrence E. Elkins High School ProGrad** – President (Aug 2016 – Aug 2017)

**Lake Olympia Civic Association** – Director (2010-2012); Vice President (2012-2014); President (2015-2018)