

Technology and Operations Executive with broad experience in [Transforming Technology](#) and delivering on capital initiatives.

Recognized as a [Passionate, Energetic and Results-Oriented](#) leader with the ability to bridge technology and business organizations to create optimal outcomes that deliver incremental value, while driving towards overall long-term strategic solutions.

[Business Capabilities](#) and Accomplishments are demonstrated through Technology Leadership, Operational Management, Business Process Analysis, and Alignment of Technology to Business Needs.

DRIVING - SOLUTIONS, INFORMATION AND SOLVING BUSINESS PROBLEMS

[Proven Ability](#) to solve complex business problems through process design and technology solutions.

[Strong Success Record](#) in solution delivery, developing actionable information from data, managing multiple portfolios, providing business process change combined with IT investments, across organizational and geographical boundaries.

[Wide Functional and Industry Experience](#) creates a unique skill to provide technology leadership, including counsel to functional senior management team members that include realistic enterprise ROI outcomes.

[Experience Enriched](#) through roles in Business Operations, HR and IT.

[Varied Industry Background](#) including Health Care, Retail, Consulting, Government, Logistics and Software Design and Sales.

EXPERTISE – DELIVERING OUTCOMES THAT BUILD SHAREHOLDER VALUE

- Business Process Improvement
- Complex Problem Solving and Solutions
- Data and Application Security
- Enterprise-Wide Business Intelligence (BI)
- Application Development (On & Offshore)
- Advanced Analytics & Reporting
- Effective Data Warehousing
- Program & Project Management
- Senior IT Leadership
- Enterprise Technology Direction & Budgeting
- ERP /SAP Development and Implementation
- Negotiating & Purchasing Management
- E-Commerce/Internet/Intranet
- QA / CAT Testing Management
- Six Sigma Executive Black Belt
- Business Process Analysis

EXPERIENCE - THAT DRIVES TURNAROUND, GROWTH AND PROFITABILITY

UNITED STATES POSTAL SERVICE (2007 – Present)
Executive – Technology and Solutions Center
Executive – Integrated Business Systems Solutions Center

CELEBRATIONS INC (1999-2001)
Principle Partner

UNITED HEALTH GROUP (2001-2006)
Vice President IT, Data Integration
Vice President Information Technology

BEST BUY INC (1997-1999)
Director Service Systems
Director of Parts and Systems

TARGETED DISCIPLINES

Business Process Improvement | Business Intelligence | Data - Analytics and Reporting | Application Development
Operations Management | Program & Project Management | Best of Breed to Enterprise Wide Implementations

HIGHLIGHTS OF ACCOMPLISHMENTS – DRIVING RESULTS

- ◆ As Executive, Technology and Solutions Center at USPS, envisioned, championed funding, then led teams to **deliver one of the largest Business Intelligence (BI) suites** in the US. By leveraging an understanding of the business, then cross functionally correlating hundreds of millions of data elements, enabled non-technology managers to use data and trends that effected labor and contractor costs. Meaningful success was accelerated by presenting information via tools the user was already familiar with. The process and tool enabled the beginning of a culture shift to make fact based decisions based on accurate history and trends.
- ◆ As Executive, Integrated Business Systems Solutions Center at USPS, managed process and led teams to re-design, and **implementation U.S. largest SAP Human Capital Management** enterprise-wide suite. Program spanned multiple years and budget of over \$150 Million dollars. Deployment encompassed legacy data conversion of 800,000 active employees, including process re-design, technology configuration, and implementation. Implementation has enabled USPS to leverage the savings and functionality of centralized Shared Service Center.
- ◆ As Executive, Integrated Business Systems Solutions Center at USPS, **strategized, developed and deployed, new PMO and SDLC process** that introduced standards for project management, quality and six sigma processes to streamline efficiency.
- ◆ As V.P. Data Integration at United Health Group **developed behavioral health BI Vision**, Strategy and Data Blending capabilities to combine Mental Health and Non-Mental Health Claims Data into an operational data store. The Analytical ability turned terabytes of health care claim data into operational ready trending that aided to reduce the cost of mental health. Data process served as a fact based guide for new product development and generation of new revenue streams.
- ◆ As V.P. Information Technology at United Health Group built relationships followed by negotiations with major software vendors and outsourcers; both domestically and internationally. Successfully led teams to **implement new technology packages** while simultaneously **reducing license and maintenance fees** by more than \$20 Million.
- ◆ As V.P. Information Technology at United Health Group performed **visioning in one of the key leadership** roles in \$25 million dollar technology and sales process re-design, enabling countries first Health Care mass customization and componentization of health care plans.
- ◆ As Director of Service Systems at Best Buy assumed central role in developing, designing, and bringing in, **on budget, \$50 Million in service systems solutions**, process restructuring and facilitating best practices for purchasing, inventory and store operations.
- ◆ As Owner and Principle Partner at Celebrations Inc., performed a process re-design followed by the configuration and international **implementation of a CRM/SFA software solution** for a division of Emerson Electric.

EXPERIENCE - THAT DRIVES TURNAROUND, GROWTH AND PROFITABILITY

UNITED STATES POSTAL SERVICE, Eagan MN, Greensboro NC & Washington DC
Government entity with 78 Billion in annual revenue

2007-Present

Postal Executive – HR Systems and Technology Solutions

Reporting to the business; Leading a team to design and transform multiple on-premises Human Capital Management (HCM) systems and legacy technologies into to a single cloud based HCM technology suite. Process to include transformation of most HR processes to align with industry best practice, combine multiple legacy data models into a single uniform model that is analytic ready and capable to pivot as quickly as the business requires change.

- **Designing and Introducing** processes and technical models to enable the integration of SAP HCM and multiple legacy systems, and into SAP/SuccessFactors cloud based enterprise, leveraging industry best practice, while maintaining multiple unionized contractual agreements and unique federal laws.

Postal Executive – Technology and Solutions Center

Reporting to the business; Lead 20 high level functional and technical employees managing a multi-million dollar portfolio suite of HR process and technologies, including the largest instance of SAP HCM / HR, FMLA, Workers Compensation, Recruiting, T&A, Learning Management, Retirement, and Call Center Systems. Envisioned than led teams to deliver Business Intelligence (BI) and Analytics engines. Responsibilities include design and execution of current and future technology strategy and associated budget.

- **Strategized**, then led teams to develop Business Intelligence (BI) suite that conjoins legacy cross-functional data with SAP HCM/HR data to produce web based reporting that enables the average MS Office user to have analytical and drill down visibility across the organization, as well as analytical ready data for predictive modeling.
- **Introduced and Executed** process re-design and automation of manual field operational tasks to a centralized HR Shared Service Center via SAP Adobe Forms, InfoPath, SharePoint and WinShuttle.
- **Developed and Deployed** role based security model for 650,000 employees
- **Ideated Process** and led teams to automate CAT testing for SAP HCM suite
- **Developed, and Maintained** CAT test model with a 99% error free rate in production.
- **Re-Process Engineered and Implemented** intake/prioritization, financial control and program process.
- **Managed** external and internal IT vendors for performance, expense and ROI.
- **Organize and Managed** Six Sigma process teams and delivery of process improvement.

UNITED STATES POSTAL SERVICE (CONT)**Postal Executive – Integrated Business Systems Solutions Center**

Manage 300 Person Technology Application Development Center specializing in HR, Finance, A/R, A/P, Marketing and web development.

- **Managed and Led Teams to Implement** \$150 Million SAP HCM / HR Suite (ECC6.0 - EP4) for 800,000 active employees, including enterprise development and deployment of Personnel Administration, Organizational Management, eRecrument, Health & Safety, Self-Service Adobe forms, Learning Management Custom modules for unionized job bidding and WinShuttle integration to automate HR functions and reduce work hours in centralized HR Shared Service. Process and technology allows USPS to enjoy a fully functioning centralized HR model. Overall responsibility for requirements, installation, configuration design and programming customization (ABOB, Basis, DB2, Oracle, AIX, Mainframe, Custom Objects and other SAP related technologies).
- **Developed and Maintained** Developed and Maintained PMO team introducing standardized Program Management for business and technology. Introduced standardized metrics for Total Quality Management (TQM), to reduce re-work and defects.
- **Strategized and Deployed** strategy and system wide SDLC, process for 300 person development shop, that was later adopted for entire USPS IT organization.
- **Designed and Led Teams** for web based technology to eliminate the printing of 21M Bi-Monthly payroll statements.
- **Executed** full Disaster Recovery process, duplication and test recovery.
- **Developed and Executed** International financial system to interface Countries into to a standard USPS model.

UNITED HEALTH GROUP, Minneapolis, MN**2001-2006**

A leading Managed Care Company with \$72 Billion in annual revenue.

Vice President IT, Data Integration, United Behavioral Health, 2004-2006

Leader of BI group, U.S.'s largest Health and Wellness insurer. Envisioned, then led teams to execute process design then integrate data, product development, statistical/trending and reporting. Driven to be at the crossroads of business and technology. Responsible for end-to-end execution for process and programs that led to revenue growth. Staff of 60.

- ◆ **Visionary**, driver and executor in developing the U.S.'s largest medical and behavioral health data and statistical warehouse. Developed data collection and analyses, enabling product offerings that leveraged company's core competency while presenting a new industry product.
- ◆ **Developed strategy** then process then execution of a data warehouse capturing data from multiple systems into one usable data store, enabling co-morbidity of medical and mental health reducing medical expense.
- ◆ **Led** business in transformation from using data in a reactionary mode to planning, budgeting and problem solving, utilizing proactive processes.
- ◆ **Developed** thought partnership with business then process and sales strategy to convert gigabytes of data into information that can aid in closing sales and add new revenue streams.

Vice President Information Technology, UnitedHealth Care, 2001-2004

Leader of technology group supporting U.S.'s largest Health and Wellness insurer. Responsible for IT support of Sales, R&D, and Operations. Led a staff of 100 employees and managed a budget of \$5-\$20 Million annually. Developed an industry change process and technology solution to bring mass customization via process and technology to support the componentization of health care.

- ◆ **Led teams to create** a functional shift in health industry by leveraging the manufacturing model of custom PCs, created a functional shift in the health care insurance industry. Changed the sales and service structure from a contract/plan structure to pre-made components with 'fit' rules and an inventory structure, the technology model offered customizable choices, while maintaining federal and state regulations. Flexibility to customers increased sales to small and medium business, while dramatically reducing cost structure of service delivery.
- ◆ **Restructured** technology group to support a design that leveraged business process goals. Reduced new product execution time from 12-18 months to 3-6 months.
- ◆ **Negotiated**, through relationships, with software vendors and outsourcers both domestically and internationally that reduced license fees and rates by more than \$20 Million.
- ◆ **Managed** cross matrix team that drove process and technology shifts via R&D development of new products, bringing new offerings to market within a customer's plan year creating increased revenue for the FY.
- ◆ **Developed** process mapping and re-design for financial claims systems to streamline structural change in how health care is sold and serviced.

CELEBRATIONS INC, Chanhassen MN**1999-2001**

A self-owned international sales, CRM and technology practice

Principle Partner

Developer, owner and principle practitioner of a 12 person international consulting practice, specializing in strategic vision followed by execution of transforming data into marketing and sales development. For a division of Emerson Electric, delivered process design, CRM/sales development, project management and change management to implement a worldwide CRM software sales technology. Concentration in e-Commerce, CRM business process and technology deployment.

- ◆ **Performed** a process re-design, followed by the configuration and international implementation of a CRM/SFA software solution for a division of Emerson Electric.
- ◆ **Produced** scope design for CRM solution for the State of Minnesota.

BEST BUY INC, Eden Prairie, MN**1997-1999**

A leader in the consumer electronics and appliance retail space with \$21 Billion in annual revenue.

Director Service Systems 1998-1999

Driving source and overall manager of internal systems. Led strategy than process design, vendor selection, contract negotiation, functional designs, detail designs, project management, telecommunications, Q.A., U.A. and implementation management for all systems, including internet/intranet solutions for the services division. Accountable for a budget of \$25-\$50 Million in IS projects, creating a positive EVA. Provided technology leadership to accounting inventory and AP departments.

- ◆ **Drove** process re-design followed by an enterprise-wide IS system project to control purchasing, inventory and store operations from concept development to implementation in 13 months, on time and on budget resulting in a \$10 Million annual savings and a projected \$100 Million revenue increase while also solving for the Y2K dilemma.
- ◆ **Introduced** e-Commerce for sales of service, contracts, and parts. Supported customer service needs and the integration of central e-Commerce strategy. Projected income of \$100 Million

Director of Parts and Systems 1997-1998

Directed management of a \$100 Million purchasing and distribution operation. Managed and maintained all legacy and future IT projects. Responsible for hiring and supervising a staff up to 210 employees.

- ◆ **Developed** inbound call center process, scripting, and third party vendor relationship for \$2.5 Million volume call center.
- ◆ **Converted** and outsourced multi-layered call center and service operations to a single outsourced telecommunication center. Saved the company over \$10 Million in operating expenses.
- ◆ **Developed** a purchasing model for a nationwide purchasing and logistics program covering 380 stores and service centers.
- ◆ **Re-negotiated** purchasing contracts to secure \$3 Million in savings that dropped directly to the bottom line.
- ◆ **Ideated and Deployed** new sales strategy for 800 telesales, increasing sales over 500 basis points.
- ◆ **Developed**, designed, and then project managed \$500k effort to code and install central purchasing software.

Other Experience

Director of Operations, Fidelitone Inc., DBA Cititronix/Panson, Wauconda, IL 1995-1997
Managed all operational and sales duties of a \$16 Million multi-location parts distributor. Staff of 110. Led business from a loss position to a break-even position in under 8 month, profitability in 12 months.

Manager, Warranty Admin & Procurement, Rent-A-Center, Wichita, KS 1993-1995

National Operations Manager, Montgomery Ward Inc., Chicago, IL 1988-1993

District Manager, Stanley Tools, DBA Taylor Rental. Chicago, IL 1986-1988

Project Manager, Database/Microimagery Systems, Bell & Howell Inc., Chicago IL 1983-1986

Education

Business Administration, Illinois State University, Bloomington, IL 1979-1983
Certified Executive Six Sigma Black Belt 2005