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**EXECUTIVE SUMMARY**

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A **Senior Executive and Engineer** with expertise in management, finance, operations, and technology who leverages the strategic and tactical experiences gained from a variety of industries to arrive at insightful, creative, and practical solutions that deliver measurable results.

Leader and team player with **vertical and lateral skills to work across and drive change through** all levels of an organization. Demonstrated ability to effectively and efficiently use data, technology, processes, and people to manage turnaround situations, deliver new capabilities, and solve the critical pain points plaguing a business.

An **experienced global manager** with expatriate postings in Western and Eastern Europe who has managed offshore capabilities in India, Europe, Asia, and Central America, and managed international direct reports.

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**CORE COMPETENCIES**

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**Management & Finance**

Strategic Planning  
Financial Planning & Analysis  
Program & Project Management  
Application Development  
IT Infrastructure  
International Business  
Business Plan Development  
Team & Leadership Development

**Operations & Technology**

Process Reengineering  
Budgeting & Forecasting  
Data Modeling / Model Building  
Statistical Analysis  
New Product Development  
Cost Benefit Analysis  
Capacity Planning  
Web Site Development

**Industries Served**

Financial Services  
Digital Mapping  
Social Media / Internet Marketing  
Retail  
Consumer Products  
Strategic Consulting  
Nuclear Power  
Industrial Manufacturing

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**PROFESSIONAL EXPERIENCE**

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**FAY SERVICING, Chicago, IL**

**2013-Present**

**Vice President**, Program Management Office

Created the PMO at Fay Servicing to provide the leadership, structure, governance, and personnel required to scale the firm from 60 FTE and \$0.2B in assets to 450+ FTE and \$9.7B in assets.

- Technology: Purchased over \$4M in new equipment for two datacenters and re-architected the company data and telephony networks. Equipment included state of art VCE Vblock equipment.
- Operations: Reengineered the Foreclosure, Bankruptcy, Loss Mitigation, and Loan Boarding departments.
- Compliance: Managed CFPB regulatory audits and remediation efforts (inc. MOU, MRA, CID, etc scenarios).
- Secured favorable ratings from Fitch, S&P, and DBRS; completed a SOC-2 compliance audit.
- Conduct bi-weekly meetings with the executive team to prioritize corporate programs and provide status updates.
- Organize and facilitate weekly governance and metrics review meetings with the C-Suite.

**NOKIA (NAVTEQ), Chicago, IL**

**2008 – 2013**

**Senior Manager**, Global Operations Technology (2012)

Reporting to the VP of Global Operations Technology, managed an international team and functioned as the Business Manager for the division.

- Developed the annual strategic plan and the \$70M annual budget (CapEx and OpEx) for 400 people across 7 sub-units in the USA, Europe, and India. For 2012, actual spend was within 0.02% of budget.
- Managed the long term project roadmap. Designed and implemented a project tracking system that tied spending to products, enabling a multifaceted view of the data and providing greater insights into product profitability.
- Developed and maintained the Key Performance Indicators (KPIs) for the department and aligned the KPIs with the corporate Strategy Execution Plan. Developed custom SQL queries to extract data from the data warehouses and used data modeling techniques to analyze the results.

**Manager**, Strategic Planning & Business Analytics (2009)

Reporting to the Director of Global Planning, built a team to manage the strategic planning process for Nokia Maps.

- Conducted monthly Business and Operations Reviews with the EVP and Executive Team to review division execution plans and performance indicators, enabling a fact based business decision making process.

- Developed the corporate Strategy Execution Plan using a balanced scorecard approach; partnered with Operations and R&D to establish department performance measurements (scorecards, backlogs, roadmaps, and metrics).
- Conducted internal consulting engagements for the executive team. Developed detailed business cases and strategic proposals based on industry insights, internal capabilities, financial models, and ROI analysis.
- Implemented business intelligence models and reports to provide insight into business unit performance, enabling the creation of accurate budgets and production forecasts. Used statistical analysis tools (Crystal Ball) to analyze data and make recommendations on OpEx spending, budget targets, and capacity planning.
- Led the development of a strategic framework to fully connect strategy, Portfolio Management, Budget/Forecast and Product Creation/Program Execution, enabling a more efficient annual operating planning process.

**Sr. Business Analyst, Program Management Office (2008)**

Implemented and maintained a rolling 6 month budget process, managing \$300M in spend on \$1B in revenue.

- Developed regional spend targets and allocated funds in line with the strategic plan and regional needs.
- Developed statistics based models to accurately estimate annual cost, spend, and revenue forecasts within 3%.
- Increased scope of work to areas in need of analytical and/or process rigor such as: product profitability, capacity planning, P&L statements, headcount forecasting, productivity reports, etc.

**SEARS HOLDINGS, Hoffman Estates, IL**

**2006 – 2008**

**Inventory Manager**

Transformed a \$120M "shirt and tie" business into a lean, efficient profit center and became the only business in the division to achieve performance targets (two years in a row).

- Reviewed the brand strategy and implemented brand and price point changes to reduce margin cannibalization which increased gross margin rate from 39% to 43% and improved ROI by 6% despite a sales decline of 16%.
- Redeployed inventory by store to reflect sales trends and reduced overall inventory by 14%.
- Designed a price point optimization tool that added ~\$2.0M in incremental margin to the businesses. The tool was later rolled out company-wide.

**ACCENTURE, Chicago, IL**

**2005 – 2006**

**Sr. Consultant**

Joined the Industrial/Manufacturing Strategy Practice and staffed on engagements such as:

- Best Buy – Managed a project for shipping computers directly from factories in Asia to 700+ individual stores, which led to a \$4.5M increase in gross margin benefits. Led the client team (including supplier partners), created and managed the project plan, piloted the process, developed business case for and against process expansion to other product lines, and facilitated client workshops and presentations
- Kraft Foods – Managed a team to analyze the financial impact of SAP implementation on Sales and Marketing activities that resulted in estimated sales, cost, and productivity improvements between \$500M and \$1B. Our team analyzed the financial impact of both a "best practices" and SAP implementation on Sales and Marketing. Designed and facilitated the presentations for two client workshops. Led the project team in analyzing the current marketing and sales processes, benchmarking best practices, and determining strategies to support future requirements.
- Bayer AG – Developed a market penetration strategy for their garden pest control product lines
- Accenture (Internal) – Managed the 2005-2006 recruiting team and improved new hire acceptance rate by 66%.

**RAIN BIRD, Azusa, CA**

(19 months) **2003 – 2004**

**Master Planner**

Managed a team of four planners covering two business units with annual sales of \$40M, reporting to the business unit Presidents and the Operations Manager.

- Designed and implemented a statistics-based demand planning system that improved in-stocks from 92% to 98%, reduced inventory by 33%, and increased sales by ~\$4.5M (other business units saw in-stocks drop to 50% and a revenue loss of ~\$40M).
- Represented Operations in 12 new product development and launch efforts, adding disciplines such as: early analysis of the market potential and growth rates, design for manufacture practices, component platforms (with

a 10% overall SKU reduction), and reducing the vendor base. Received awards for both improving the product development process and reducing cost.

**MCKINSEY & COMPANY**, Prague, Czech Republic

(Summer) **2001**

**Associate**

- The team conducted a strategic analysis of the European telecommunications industry and developed a proposal to increase annual client revenue for Cesky Telecom by \$100M over 6 months; led the workstream that researched, modeled, and proposed a \$20M revenue increase through the promotion and sale of auxiliary phone services. Presented the analysis and proposal to the CEO and Senior Staff.

**WESTINGHOUSE**

**1993 – 2000**

**Sr. Manufacturing Engineer** (Nuclear Fuel Division - Columbia, SC 1999)

- Youngest person promoted to Sr. Engineer. Managed the processes and procedures for the assembly of fuel for nuclear power plants, writing a business case for and ultimately managing an \$800k capital improvement project.

**Manufacturing Engineer** (Thermo King - Louisville, GA 1998)

- Repatriated and prevented the outsourcing of a \$20M business. The department was not cost competitive due "high labor rates". Applying Lean and supply chain techniques, we doubled annual production volume and increased productivity by 15%, achieving productivity parity with "low labor rate" facilities.
- Saved over \$6M in warranty costs by initiating a project to eliminate refrigeration leaks - a problem that was seen as "inherent to the product design". The system was implemented corporate wide (15 plants) within one year.

**Materials Manager** (Thermo King - Kolin, Czech Republic 1997)

- Promoted and transferred to the Czech Republic to lead and train Czech buyers.
- Process mapped the shipping / receiving logistics. Reduced international shipment times by 50%, which removed two weeks of inventory (\$2M).

**Sr. Buyer** (Thermo King - Galway, Ireland 1996)

- Requested an expatriate assignment in the European division. Worked in Ireland negotiating stocking, consigning, and pricing agreements, practicing Kanban and JIT techniques, and managing international shipping and receiving processes.

**Plant Supervisor** (Thermo King - Minneapolis, MN 1994)

- Promoted to Plant Supervisor. Developed a good working relationship with the United Steelworkers Union and we met production targets on a consistent basis. Managed the Final Assembly area (5 production lines; 110 people or 20% of the workforce) for \$100M of product annually. Was asked by the Plant Manager to also take charge of the Electrical Assembly area (30 people). Working with the Union, cleared a 6-month production backlog in 1 month.

**Engineer** (Power Generation - Winston-Salem, NC 1993)

- Began in an 18-month rotational development program. Worked in plant maintenance and manufacturing technology the Power Generation Division in Winston-Salem, NC. Rotated to the Thermo King Division in Minneapolis with roles in product design, product reliability, and plant supervision.

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**EDUCATION**

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<b>MBA, Kellogg School of Management (Northwestern University)</b>	<b>2002</b>
<b>MEM, McCormick School of Engineering (Northwestern University)</b>	<b>2002</b>
<b>BS, Mechanical Engineering, University of Maryland College Park</b>	<b>1992</b>

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**OTHER EXPERIENCE**

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- Successfully designed, developed, and launched a social / geolocation application on both the iOS and Android platforms.