Russell Smith, PMP
1831 Maryland Dr., Elk Grove Village, IL 60007
Pimgxia1@gmail.com – Cell 847.910.8360

Professional Summary

A hands-on visionary and entrepreneurial Global Sr. Manager Enterprise Applications, Solution Architect and Sr. Program-Project Executive with 25+ years of experience in all Industries. Specialty areas include Solutions Architect, ERP Strategies-Implementations, Program-Project Management, Technical-Functional Expertise, IT Operations, Management Consulting, managing Solution Delivery Teams (Global & North America). Designs, builds, deploys and establishes (CoE) Centers of Excellence for ERP (All), CRM, HCM, BI, Data Analytics, Big Data, e-commerce Applications, Infrastructure, PMO, QMO, VMO, IV&V, PPM and a wide range of Technical-Business Solution areas. Extensive Client, C-Level, VP, Director, Manager and Stakeholder collaboration to facilitate successful strategic business and technology solutions, initiatives alignment, demand planning, defining and targeting strategic goals. Ability to collaborate, influence and instill a culture of innovation, quality and excellence throughout a Corporate, Business or Client business environment. Ensures alignment of methodologies, processes, standards, deliverables, governance, performance, resource management, capacity planning, financial and budgetary reporting throughout any enterprise. Successfully creates, deploys and maintains a flexible-uniform solutions delivery approach-roadmap for programs-project initiatives, governed by industry best practices, an imbedded ITIL V3 and CMMI Framework.

Value Add Expertise

- Directs, Leads, Manages IT-Business Programs, Project Execution, IV&V, Governance, Compliance, Quality Solutions
- Solution Architect, Technical, Functional, Manufacturing, Supply Chain, Financials, Landscapes, Platforms, Coding, App Dev, SQL-SQL Server, Applications, Infrastructure, Data Centers, Security Strategies, Process Deep-Dives (as-is, to-be, fit-gap)
- (7+) Full Lifecycle Oracle ERP/EBS, HCM, CRM implementations, upgrades, optimizations & reporting initiatives (G &NA)
- (8+) Full Lifecycle PeopleSoft ERP, HCM, CRM implementations, upgrades, optimizations & reporting initiatives (Global & NA)
- (5+) Full Lifecycle JD Edwards E1 / One World implementations, upgrades, enhancements (Global & NA)
- (9+) Full Lifecycle SAP implementations, upgrades, optimizations & reporting initiatives (Global & North America)
- (4+) Full Lifecycle SAP S/4 HANA implementations, Public-Private Cloud, FICO, SolMan, MFG, SCM, QTC, P2P, PP, MM, HANA, OM, SD, LE
- (4+) Full Lifecycle SAP SuccessFactors HCM implementations, plus Workday, Taleo, Ceridian, PeopleSoft HCM, Oracle HCM
- (4+) Full Lifecycle Infor Lawson implementations (M3, S3, M3 7.1), Enterprise Financial Mgmt, Budgeting and Planning, Consolidations
- (2+) Full Lifecycle Infor LN, M3 & SyteLine Implementations, upgrades, optimizations & reporting initiatives
- (3+) Full Lifecycle IFS implementations, upgrades, optimizations & reporting initiatives (Global & North America)
- (4+) Full Lifecycle MS Dynamics implementations & reporting initiatives (CRM, AX, GP, NAV)
- (4+) Full Lifecycle Workday HR-HCM-Payroll implementations, Kronos Workforce Management, Ceridian, Taleo, Cloud (Private, Public)
- (5+) Full Lifecycle SAP SuccessFactors HCM implementations, Ceridian, Bank File Transfers, Workflows, Taleo, Ceridian, Kronos
- (6+) Full Lifecycle Salesforce.com, CRM, Marketing & Salesforce Automation Programs w/ Sales & Marketing Organizations, Sales cloud, Service cloud, Community cloud, Salesforce1 Platform, Data.com, Work.com, Salesforce Chatter
- Global Programs w/ Salesforce.com Mobility, iPad, iPhone Technology, sales forecasting, sales orders, Inventory
- Cloud & SaaS Platforms: Amazon (AWS, EC2), Google, Salesforce.com, Citrix, Cloud (Hybrid, Private, Public, Customer), SaaS, PaaS
- Full Lifecycle RFP Process: RFI Response or Sales Hunting, Qualifying, Discovery, Presentations Build/Present, Proposal Build, Estimating Budget, Approach, Duration, Timelines, Resources, Governance-Scope Control Process, Implementation Partner
- Emerging Technologies, trends, industry standards/best practices, infrastructure, networks, data center, applications
- Distressed Program/Project turnaround & revitalization expertise w/ Bus & Tech Initiatives, PMOs, implementations
- Solid business and IT facing skills, collaboration, ability to build deep relationships, consensus-based decision making
- Manufacturing: Production Planning, Scheduling, Materials Management, Engineering, MTO, ETO, JIT, Kaizen, Kanban, Lean, Quality Assurance, Quality Control, ISO9000, Procurement, Fulfillment, Warehousing, Transportation, Logistics
- IV&V (Independent Verification & Validation) designs, approaches, methodologies, QA, QMS, Program/Project Integration
- Business-to-IT Strategy Mapping to ensure sound operations, IT & Business Transformation, ROI and TCO
- Financial Analysis: EVA Analysis, Cost Benefits Analysis, NPV, IRR, MIRR, ROI, TCO, Capitalization, Make vs. Buy
- PMO (Performance) Management, design, build, execution, deployment, governance (Global & North America)
- QMO (Quality) Management, design, build, execution, deployment, governance (Global & North America)
- Continuous Process Improvements via CMMI & ITIL V3 Framework, Standardizations & Institutionalization
- Change-Transformation, KPIs, Readiness, Communications, Adoption, Resistance Strategies, Training, Improvement, Sustainability
- Expert Communication Framework design/organization & top-down/bottom-up Reporting at all levels
- Mergers, Acquisitions, Divestitures, Consolidations, Conversions, Re-Implementations, Re-Platforming

Career History

Sr. Manager Global ERP-HCM-IT Solutions, Implementation Excellence (Contractor)   **December 2013 – Present**
AT&T Global Applications & Hosting Consulting Services, Chicago IL

- Provides high impact hands-on program and project management leadership for AT&T Clients ERP (SAP, PeopleSoft, Oracle EBS, JD Edwards E1) and eCommerce (ATG, WebSphere, SharePoint, Salesforce.com) implementations throughout the U.S. and globally. This includes full lifecycle ERP and eCommerce implementations, upgrades, enhancements, re-implementations and merger & acquisition consolidations. Hands on functional and solution architect experience and expertise.
- Provided management consulting services for enterprise architecture application portfolio analysis and rationalization, application integration through SOA (Service Oriented Architecture), architecture governance and strategic planning and methodology. Consulted on early adoption of cloud computing, IaaS, IoT and SaaS product development, business process management and re-engineering, and program management.

- Program/Project responsibility: $1.5M+ to $15M+; managing project teams of 10+ to 95 plus multiple implementation partners and heavy full lifecycle vendor management (Contracts, MSA, RFI, RFP, SOW, etc.).
- Provides high impact program and project management leadership for AT&T Clients ERP (SAP, PeopleSoft, Oracle EBS, JD Edwards E1) plus associated HR-HCM-Payroll Solutions (Workday, SuccessFactors, ERP (All) HR-HCM and e-commerce (ATG, WebSphere, NetSuite, SharePoint) implementations throughout the U.S. and globally. This includes full lifecycle ERP and e-commerce implementations, upgrades, enhancements, re-implementations and merger & acquisition consolidations. Hands on functional and solution architect experience and expertise.
- Provided (3+) Workday Clients Program-Project Management and Workday HCM and Financial Management Solutions excellence consisting of G/L, A/R, A/P, Workday Recruiting, HCM Audit & Optimization, Employee Self Service expansion, Manager Self Service implementation, Security Architecture redesign. Workday Tools: Report Designer, Report Writer, EIB, Workday Studio.
- Lead Workday process design effort for Global Workforce Administration and U.S., spearheaded the implementation of clients HR Shared Services Center using Workday as the HRIS platform to support 33K Employees throughout 52 Countries for Workforce Administration, U.S. Payroll, Cloud Connect and Benefits Administration.
- Coordinated activities across four vendors (Talx, ADP, Taleo, and PeopleSoft/Oracle), consistently meeting budgets, time constraints, and milestones. Advised Client on service management material development that would support HR services employees and assisted Clients legacy data mapping-migration-conversion into Workday Test Conversions to Third Party Systems.

Sr. Manager IT Global Solutions, Solutions Architect (Contractor)   June 2013 – November 2013
Tellabs Corporation, Naperville IL
- Led the SOA Center of Excellence (COE) and produced several key deliverables: technology standards, service maturity model, service lifecycle model, architectural models and governance strategy.
- Directed, managed and led SAP CRM (v7) Mobility implementation with Sybase Mobility (iPhone & iPads) for Medical Device Client in Mexico City. Provided program management, functional and execution governance.
- As the Sr. Global Program Manager Directed, managed and led Tellabs World-Wide Brazil & APAC JDE E1 v9.1 & JDE E1 Tools v8.99, FMS, MFG, SCM, Localizations and OVR implementation. Hands-on responsibilities for JDE E1 Global Program and Project Management organization, designing full lifecycle Master Implementation Plan with 30+ dependent Project Plans/Work Streams with heavy emphasis on International Requirements Gathering, Planning & Standards that included an extremely strong international program/project governance framework & controls in place throughout the entire program implementation lifecycle.
- Provides global program/project management and oversight over Tellabs Global Asset Rationalization Strategy, IT Governance activities, SAP upgrades, maintenance & enhancements, SAP SRM, MM, PP, QM, SD, CRM (Salesforce.com), outsourced Helpdesk (ATS), outsourced Developers (NTT Data) and Tellabs Product Configuration Application (Sales).

Sr. Program-Project Manager, Client Partner (Contractor)   November 2012 – May 2013
Emergys Corporation, Chicago IL
- Redeveloped, optimized & deployed Emergys Global SAP PMO, SAP QMO (Quality) & VMO (Vendor) Handbooks, processes, templates, performance metrics and analysis models. Budget: $6M+; 8 PMO Staff
- Designed, built, deployed and institutionalized a Global Delivery (CoE) Center of Excellence that integrates with the Global PMO and leverages delivery best practices, hybrid methodologies, re-useable processes and templates, governance models, QA, QC, testing, gating and execution, financial and budgetary performance reporting.
- Program Managed many PeopleSoft v9.0 and v9.2 "Hosted" and "Non-Hosted" upgrades, implementations, enhancements for many Emergys Clients throughout the U.S. and globally. Primary Modules: FMS, FMSC, HCM, SCM, SRM (P2P), CRM & EPM usually out-of-the-box modules with minimal customization however a number of very complex requirements and customizations were required from a small number of Clients. Budget: $5M, Team Size: 30+, Duration: 6+ Months – Vanilla (Out-Of-The-Box).
- Managed (1) virtual BW7.3 BI IP BOBJ 5.0 manufacturing client enterprise consolidation of newly acquisitioned entity. Provided project consolidation roadmap, ASAP/FRICEW methodology full lifecycle master project plan, BI objects architecture design support, HDD, LDD of Universe & reports, migration & deployment of universe and reports across multiple domains and leveraging Business Objects Developer Suite for enhanced reporting and dashboard experience and data slice/dice capabilities. Budget: $5M+; Team Size: 15 SAP Tech Resources & 20 Function Resources.
- Heavy web-based application development, eCommerce enable packages and portal solutions that included custom development using Java, J2EE, .NET, HTML, XHTML or package-enabled web portal extended solutions.

Manager Project Portfolios, Performance Management (Contractor)   June 2012 – October 2012
CVS Caremark, Buffalo Grove, IL
- Management of (4) Program/Project Portfolios with a combined budget of $15M+. Was recognized as top performing Portfolios at CVS Caremark. Portfolios: Aetna Medicare/Medicaid, Aetna/CVS Med-D, CVS Specialty Pharmacy & CVS Mail Order Pharmacy portfolios. Provided Portfolio leadership & expertise to CVS PPM Org.
- Evaluated and selected master data management (MDM) and incentive compensation management platforms.
- Led the definition software development and architecture standards for web services development (REST & SOAP), XML schemas, .Net, Java, build and deployment, unit & acceptance testing and core architecture patterns.
- Reduced the time required to onboard new pharmacy prescription customers by adopting service-based integration and formalizing the process for integration with external parties and insurance companies.
- Lead, managed and provided the Clarity PPM Tool data cleansing and optimization approach that provided the Portfolio, PMO and Project Delivery Organizations with accurate financial, budget and project execution information and data.

Sr. Manager Global Solutions, ePMO Advisor (Contractor)   April 2011 – May 2012
Hospira, Inc., Lake Forest, IL

- Successfully delivered (2) $75M+ Global Programs; SAP (all modules) & Model N (all modules) with multiple Projects leveraging SAP ASAP Methodology and Agile Methodology in heavily regulated Pharma environment.
- IT Services management (ITIL V3), capacity planning and testing for performance and resiliency; Requirements definition, design baselines, work breakdown structures, technical estimates and governance documentation.
- Directed, managed and led SAP CRM (v6) Mobility implementation with iGate Mobility (Blackberry & iPads) for U.S., Canada and Latin America Manufacturing, Sales and Service Locations. Provided program management, functional and execution governance.
- Directed and Managed Model N Program reset (late go-live) through realignment of Project Managers, cross functional Teams, Vendors & Stakeholders via scope control, ownership, accountability, commitment and follow-through.
- SAP Applications: SAP ECC6.0, BW7.0 To BW7.3 upgrade, BI IP, BOBJ 4, FICO, APO, SCM, WM, IM, SD (OTC & P2P), LES, CRM, SRM, PLM, CLM, PI, Projects, SAP RPM, SolMan and SAP "All-In-One" Pharmaceutical Solution.
- Deployment of Hospira's standardized SAP BW v7.3 and BOBJ SAP SCM and APO canned reports to 15 new global manufacturing and distribution locations due to recent competitor acquisitions.
- Designed and executed tighter governance processes and controls with more tightly managed Master Project Plan with multiple projects & work streams dependencies, timelines, milestones, deliverables and risks via stronger bottom-line communications and stronger management of (8) project managers.

Director IT-Web App Dev, Technology Modernization Strategies (FTE)   February 2010 – March 2011
TekPro LLC, Chicago, IL

- Successfully managed $88M+ program for U.S. Department of Labor focusing on Work VISA product lines process optimizations, creation of self-serve web-enabled applications and portal for VISA Applicants (iCERT).
- Agile-Scrum Methodologies Lifecycle Software Development utilized to produce software updates and remodels required for database consolidation. Supervisor involved in active participation on site to detect and resolve technical issues occurring during the relocations and consolidations of each solution build. During or upon resolution, train local and contract staff appropriately to prevent future issues as well as document all aspects of solution.
- Directed, managed and led an MS Dynamics NAV 2012 and CRM 2011 implementation and conversion from Oracle EBS R12 for a global retail footwear and apparel store chain. Due to contracting with 3rd world manufacturers, distributors, shippers, multiple modes of transportation, warehousing and inventory fulfilment, replenishment and standard regional centralization and distribution of finished goods to retail stores did not require large and complex ERP solution such as Oracle R11.5.X.
- Introduced high impact communications management, framework, processes, reporting models and execution regarding program and multiple projects milestones, deliverables, financials, budgetary and risk management best practices to Department of Labor.
- Provided leadership and management of (3) Department of Labor Locations (Washington DC, Atlanta, Chicago); (15) Federal Project Manager Employees and (183) TekPro Employees.

Sr. IT Solutions Architect, Solution Delivery Excellence (FTE)   June 2008 – February 2010
Bristlecone, Inc, Mountain View, CA

- Delivered high impact SAP executive leadership, management and execution of many Global SAP Programs and multiple SAP Projects: SAP SCM (WM, IM, SNP), APO (DP, GATP, ATP), FICO, PP, MM, SD, BI IP, BOBJ solutions in Manufacturing, Semiconductor, CPG, Retail, Steel, Medical Devices and Automotive Industries.
- Successfully managed 3-4 Programs at any given time. Budget responsibilities range of $5M+ to $90M+ with blended Project Teams consisting of 20 to 175 Team Members global and virtually. Included Bristlecone Employees, Client Project Employees, Big 4, System Integrators, Contractors and Independent Contractors and various SAP Boutique Firms.
- Program Managed many PeopleSoft v9.0 and v9.1 "Hosted" and "Non-Hosted" upgrades, implementations, enhancements for many Emergys Clients throughout the U.S. and globally. Primary Modules: FMS, FMSC, HCM, SCM, SRM (P2P), CRM & EPM usually out-of-the-box modules with minimal customization however a number of very complex requirements and customizations were required from a small number of Clients. Budget: $5M, Team Size: 30+, Duration: 6+ Months – Vanilla (Out-Of-The-Box).
- SAP BW/BI IP Programs consisted of Program/Project BW/BI IP Roadmaps and deployment strategies that included 3-5 year strategic vision of Clients SAP BW/BI IP centralized environment both on a US and Global level. Largest BW BI IP Client: Clorox – Metadata solutions upgrade from BW v3.1 to BW v7.0.

Sr. Manager Technology Modernization (FTE)   November 2006 – June 2008
Allstate Insurance, Northbrook, IL

- Successfully provided best in class solution delivery for small, medium and large scale custom application development, code conversion and application re-writes, network security, maintenance, server-data migrations, operations, Hyperion implementation, ITIL process improvement, enterprise-wide SAP & Non-SAP solutions. Budget: $25K-$75M+; Team: 5-215
- Delivered hands-on program/project management expertise for $75M+ SAP BW 7.0 BI IP / BOBJ (first instance) implementation that integrated Allstate's (5) lines of Insurance Business into a centralized Data Warehouse, with best in class query and report capabilities via SAP BI IP and BOBJ 3 features and functionality. Blended Project Teams scaled from 20 to 95 Team Members. Included multiple on-site System Integrators, Big 4 & Boutiques Firms & off-shore India System Integrators.
- Program Managed newly acquisitioned internet Insurance Company was initiating an Oracle upgrade from Oracle R11.5.X to Oracle R12.0 that included hands-on Fit-Gap Analysis, technical and functional designs, coaching, mentoring, configuration, testing and training. Primary Modules: Financials, HCM, CRM, Portal, Discoverer and OBIEE for reporting requirements.

Director Mergers, Acquisitions, Divestitures Client Solutions (FTE)   February 2001 – October 2006
Management Group International LLC, Washington, DC
- Provided hands-on Executive direction, solution execution and leadership expertise in building MGI's technology and business solution offerings and professional services organization from $25M+ to $200M+ over 5+ years. Service LOBs: MA&D, Tech/Bus Consolidations, App Dev, and BPO, Packaged App Solutions (ERP, CRM, SCM, Financial and e-Commerce).
- Heavy Merger, Acquisition, Divestiture, Conversions, Consolidations and Technology Re-Implementations and Re-Platforming Management Consulting Client engagement activities and new opportunities. Direct Reports: 25 to 40 PMs.
- Designed and led development team in implementation of the business integration solution for the Client's. System is based on the BizTalk 2002 Integration platform and connects internal Great Plains and various custom data sources to the Blue Cross, Verizon and ADP. Designed business workflow, custom BizTalk 2002 adapters and COM+ business objects to extract data, convert it to the vendor specific EDI format and deliver to the partners.
- Expert execution of full lifecycle MA&D (OCM) Organizational Change Management and (BT) Business Transformation Client initiatives leveraging non-traditional textbook approaches, methodology and deployment of Client's OCM and BT requirements & goals. Project Budget range: $15M+ to $60M+; Average Team: 20 Transformation Consultants

Sr. IT Solution Strategist, Management Consultant (FTE)   December 1999 – January 2001
Sun MicroSystems, Inc., New York, NY
- Achieved Program and Project Management delivery excellence of large scale projects that included Sun Hardware (Servers) Data Center build-out, Co-Locations, Server Clustering, rip-replace data centers with Sun Servers. Network Performance, Solution Architecture, Managed Services. Budgets: $75M+-$300M+; Team: 25-175; Partners: Deloitte, E&Y, IBM, KPMG and Accenture.
- Provided hands-on executive delivery leadership of ERP (SAP, PeopleSoft, and Oracle), iPlanet Packaged Applications and Custom Application Development (Java, J2EE) that sit on top of Sun Servers. Managed Partnership with Big 6 and other Systems Integrators. Average Portfolio (3-4 Projects) Budget responsibilities of $30+ to $60M+.

Sr. Manager (ERP, e-com, Project Management) (FTE)   July 1996 - November 1999
Coopers & Lybrand LLP, New York, NY
- Delivered best-in-class ERP Financial Implementations, Programs and Projects to Wall Street, Midtown Financial District, Banking Community and Publishing Clients in Manhattan. SAP, JD Edwards, PeopleSoft, Oracle, Lawson, Baan, SSA, etc.
- Led the development team in design and implementation of Java-based client-tier CDC application which initially was developed in C/Motif. Extensive use of *java Swing* for the user interface; message exchange was implemented over the UDP transport layer.
- Changed and improved existing billing filter for teleconferencing service. Wrote a number of reporting scripts to access Sybase Database from Korn Shell. Scripts were based on Sybase isql and c-programs that access to Sybase Database throw Sybase DB-library. Developed c-programs that correct records with logical and validation errors & perform other manipulations w/ float files.

Global Program Management Specific Industry Sectors
- CPG, Manufacturing, Pharmaceutical, Healthcare, Retail, Banking, Financial Services, Insurance, Pharmacy, Non-Profit, Telecommunications, Semiconductor, Software, Hardware, Management Consulting, Aerospace, Information Systems, Steel, Supply Chain, Food & Beverage, Energy, Life Sciences, Automotive, High Tech, Medical Devices, Federal Government, Transportation & Logistics

Technology & Business Solutions, PPM Tools & Methodology Expertise
- **Infor Platforms & Modules:** Infor LN, Infor M3, Infor SyteLine, ERP, Financial Management, SCM, Enterprise Management, Infor CloudSuite, CloudSuite Food & Beverage, CloudSuite Industrial
- **PeopleSoft Platforms & Modules:** PeopleSoft v7.0, v7.5, v8.3, v8.9, v9.0, v9.1, v9.2 / Tools v8.51 to v8.53, FMS, HCM, SCM, FSCM, HRMS, CRM & SRM (P2P & all eModules)
- **JD Edwards Enterprise One Platforms & Modules:**
  JDE OneWorld vB733-AS400, JDE E1 v8.10, JDE E1 v8.11, JDE E1 v8.12, JDE E1 v9.0, JDE E1 v9.1, JDE Tools v8.0x, v9.1x, Linux/x86-64, IBM WebSphere App Server, IBM AIX/Power, Oracle Solaris/SPARC, MS Windows/x86-64, FMS, CRM, HCM, HSE, MFG, SCM, ALM, OVR, Supply Management & Localizations
- **Oracle & Oracle EBS Platforms & Modules:** Oracle & Oracle EBS vR10.0 to vR12.2.3, BI Publisher, OBIEE, Discoverer, ERP, Financials, HCM, Procurement, Manufacturing, CRM, SCM, PLM, ALM & Portal
- **SAP Platforms & Modules:** SAP ECC5.0/6.0, ECCM, SAP All-In-One & SAP Business One, BW7.0 & 7.3, BI IP, BOBJ, FI, CO, SM, SNP, PS, FSCM, HANA, APO, SCM, GATP, OTC, P2P, MDM, MDG, SD, OTC, P2P, WM, MM, PP, TM, LE, QM, BPC, IM, SD, LE, CRM, CRM Mobility, GRC, BOBJ, SRM, HR, HCM, CLM, PLM, Project, SAP RPM, Vistex, Pricing & SolMan
- **MS Dynamics Modules & Application Solutions:** AX 2012 R2: GL, AR, AP, Inventory Management, Administrative, Cost Accounting, Balanced Scorecard; CRM 2012: CRM on the Go, Enterprise Collaboration, Reimagined User Experience, Process Excellence & Agility; NAV 2012: Financial

Education
- Master's Business Administration (MBA), Business and Marketing   Widener University, Chester, PA
- B.S. Management Information Sciences   Widener University, Chester, PA

Professional Certifications
- Project Management Institute (PMI) – PMP Certificate
- Project Management Institute (PMI) - Pursuing PMI PgMP Certification
- ITIL (IT Information Library) – ITIL V3 Certified
- Prosci ADKAR Model – Prosci Certified