ICT Final Panel Interview Playbook

Performance-Ready Narratives & Strategic Frameworks

PART 1: OPTIMIZED STAR NARRATIVES

STAR 1: Building a BI Platform from the Ground Up

A) HOOK ENGINEERING

Curiosity Opener: "CEO needed dashboards. Cannabis regulations demanded creativity."
Stakes: PE-backed Trulieve lacked unified performance visibility across multi-state operations, risking millions in missed opportunities.
Tension Point: Without real-time data, executive decisions relied on week-old spreadsheets in a market where inventory turns daily.

B) NARRATIVE RHYTHM

Polished Narrative: Chaos. That's what I walked into at Trulieve's Arizona operations. The CEO would literally pace the office waiting for spreadsheet updates that took days to compile, while inventory decisions worth millions happened hourly in a hyper-regulated cannabis market.

I **orchestrated** the complete transformation from Excel to enterprise Power BI. First, I **pioneered** requirements sessions with the CEO—he was refreshingly direct about what he needed. Then I **architected** the data pipeline, extracting from SAP HANA and **engineering** a star-schema that could scale. I personally **constructed** over 10 executive dashboards, focusing on revenue trends, inventory turnover, and discount optimization. The smell of coffee became permanent in our war room as we **revolutionized** how leadership viewed the business.

Impact delivered. We **slashed** manual reporting by 50%, **accelerated** decision-making by 10+ hours weekly, and **drove** a 5% sales increase with 15% fewer stock-outs.

C) DELIVERY CARDS

2-Minute Version (Full Detail):

- Include all context about PE environment, state-by-state complexity

- Detail the technical architecture decisions

- Expand on CEO collaboration and training rollout

- **Emphasize:** ORCHESTRATED, FIFTY-PERCENT, FIVE-PERCENT

- **Pause Point:** After "That's what I walked into..."

- **Gestures:** Count on fingers for metrics, open palms for scale

- **Energy Level:** 8/10

- **Team Mention:** "I partnered with regional VPs and trained the analyst team"

60-Second Version (Core Story): "At PE-backed Trulieve, I transformed Arizona's analytics from spreadsheets to Power BI. Working directly with the CEO, I built 10+ dashboards on SAP HANA data. Result: 50% less manual work, 5% sales increase, 15% stock-out reduction. This became the template for Florida operations."

- **Emphasize:** CEO, FIFTY-PERCENT, TEMPLATE
- **Energy Level:** 7/10

30-Second Version (Impact Only): "Built Trulieve's Power BI platform from zero. Reduced reporting time 50%, increased sales 5%. CEO called it transformational."

- **Emphasize:** ZERO, FIFTY, TRANSFORMATIONAL
- **Energy Level:** 9/10

STAR 2: Pioneering a Critical Data Warehouse Migration

A) HOOK ENGINEERING

Curiosity Opener: "2018. Snowflake unknown. I became Turner's expert."
Stakes: Turner Broadcasting's $2M maintenance burden threatened profitability margins.
Tension Point: Nobody on the team had touched Snowflake—failure meant Nielsen data blackout for major networks.

B) NARRATIVE RHYTHM

Polished Narrative: Nobody knew Snowflake in 2018. Nobody at Turner Broadcasting, anyway. Leadership had seen the demo, loved the cost savings, but our team stared at documentation like it was written in ancient Greek. The weight of Turner's entire Nielsen viewing analytics rested on this migration.

I **immersed** myself completely, becoming our de facto expert. I **redesigned** our entire ETL architecture, writing Python scripts that **modernized** decade-old processes. The old SSRS system groaned under terabytes of data; Snowflake handled it like a sports car on an open highway. I **orchestrated** the schema mapping, **guaranteed** data integrity, and **delivered** the migration ahead of schedule.

The numbers spoke volumes. Processing time **plummeted** 30%. Infrastructure costs **dropped** 40%. Report latency **vanished** by 40%. More importantly, I **transferred** this knowledge to the team in 60 days.

C) DELIVERY CARDS

2-Minute Version (Full Detail):

- Include SSRS limitations and technical challenges
- Detail Python modernization and schema mapping

- Expand on knowledge transfer process
- **Emphasize:** NOBODY-KNEW, FORTY-PERCENT, AHEAD-OF-SCHEDULE
- **Pause Point:** After "ancient Greek"
- **Gestures:** Show transformation with hands, indicate timeline
- **Energy Level:** 9/10
- **Team Mention:** "I documented everything and trained five team members"

60-Second Version (Core Story): "In 2018, I led Turner Broadcasting's migration to Snowflake when nobody knew the platform. Self-taught the technology, redesigned our ETL, delivered 40% cost reduction and 30% performance improvement. Trained the team in 60 days."

- **Emphasize:** SELF-TAUGHT, FORTY-PERCENT, SIXTY-DAYS
- **Energy Level:** 8/10

30-Second Version (Impact Only): "Pioneered Turner's Snowflake migration in 2018. Cut costs 40%, improved performance 30%. Your exact situation."

- **Emphasize:** PIONEERED, FORTY, EXACT
- **Energy Level:** 9/10

STAR 3: Driving Profitability with Advanced Customer Segmentation

A) HOOK ENGINEERING

Curiosity Opener: "Machine learning revealed $2.4M hiding in customer data."
Stakes: PE investors demanded growth; broad marketing wasn't delivering ROI.
Tension Point: Without segmentation, Trulieve was bleeding marketing dollars and losing high-value customers.

B) NARRATIVE RHYTHM

Polished Narrative: Data goldmine. That's what sat untapped in Trulieve's SAP HANA system. Millions of transactions, zero insights. PE investors breathing down our necks for growth, while marketing sprayed budget like a fire hose hoping something would stick.

I **championed** an advanced segmentation initiative. Using Python, I **excavated** years of transaction data and **applied** K-Means clustering and hierarchical algorithms. The patterns emerged like constellations—"High-Value Regulars," "Discount Hunters," "Premium Seekers." I **translated** complex math into executive-friendly personas and **presented** to leadership with conviction.

The transformation was immediate. Customer acquisition **surged** 12% quarterly. Revenue **climbed** $2.4M. Inventory waste **plummeted** 20%. Bob, this mirrors exactly what you achieved at BlueLinx with customer analytics.

C) DELIVERY CARDS

2-Minute Version (Full Detail):

- Include PE pressure context and marketing challenges
- Detail ML algorithms and technical implementation
- Expand on executive presentation and adoption
- **Emphasize:** GOLDMINE, TWO-POINT-FOUR-MILLION, BLUELINX
- **Pause Point:** After "fire hose hoping something would stick"
- **Gestures:** Show clustering with hands, emphasize growth
- **Energy Level:** 8/10
- **Team Mention:** "Collaborated with marketing and operations teams"

60-Second Version (Core Story): "Applied machine learning to segment Trulieve's customers. Used K-Means clustering on transaction data, created actionable personas. Drove 12% customer acquisition improvement and $2.4M revenue uplift."

- **Emphasize:** MACHINE-LEARNING, TWELVE-PERCENT, MILLIONS
- **Energy Level:** 7/10

30-Second Version (Impact Only): "Used ML to segment customers. Generated $2.4M revenue, 12% acquisition improvement. Same approach as your BlueLinx success."

- **Emphasize:** ML, MILLIONS, BLUELINX
- **Energy Level:** 8/10

STAR 4: Saving Millions by Automating Supply Chain Analytics

A) HOOK ENGINEERING

Curiosity Opener: "20 hours weekly. Manual tracking. $3.2M saved."
Stakes: Home Depot's mis-ships cost millions; field teams drowning in spreadsheets.
Tension Point: One wrong SKU to wrong store meant empty shelves and lost sales.

B) NARRATIVE RHYTHM

Polished Narrative: Spreadsheet prison. That's where Home Depot's supply chain team lived, manually tracking thousands of SKUs for 20+ hours weekly. Every mis-ship—wrong product, wrong store—cascaded into stock-outs, angry customers, and bleeding profits.

I **engineered** complete automation. Python pipelines **extracted** data from GBQ servers, SQL logic **identified** at-risk shipments before they left warehouses. The Tableau dashboards I **constructed** gave field teams superpowers—seeing problems before they happened. But technology alone doesn't drive change. I **conducted** 50+ training sessions, turning skeptics into champions.

The results were undeniable. Manual work **eliminated**. Mis-ships **reduced** 25%. Direct savings: $3.2 million. Dashboard adoption **soared** 30%.

C) DELIVERY CARDS

2-Minute Version (Full Detail):

- Include supply chain complexity and manual process pain
- Detail technical architecture and predictive logic
- Expand on change management and training approach
- **Emphasize:** ELIMINATED, THREE-POINT-TWO-MILLION, FIFTY-SESSIONS
- **Pause Point:** After "Spreadsheet prison"
- **Gestures:** Show elimination, count savings
- **Energy Level:** 8/10
- **Team Mention:** "Partnered with 50+ field team members"

60-Second Version (Core Story): "Automated Home Depot's supply chain tracking. Built Python pipelines and Tableau dashboards, conducted 50 training sessions. Eliminated 20 hours manual work weekly, reduced mis-ships 25%, saved $3.2M."

- **Emphasize:** AUTOMATED, TWENTY-FIVE-PERCENT, MILLIONS
- **Energy Level:** 7/10

30-Second Version (Impact Only): "Automated supply chain analytics at Home Depot. Saved $3.2M, cut mis-ships 25%. Drove adoption through training."

- **Emphasize:** AUTOMATED, MILLIONS, ADOPTION
- **Energy Level:** 8/10

STAR 5: Unifying a Multi-Entity Business for a Single Source of Truth

A) HOOK ENGINEERING

Curiosity Opener: "Each state, different system. Built one truth."
Stakes: PE executives flying blind across Trulieve's multi-state empire.
Tension Point: Without unified data, capital allocation decisions were guesswork worth millions.

B) NARRATIVE RHYTHM

Polished Narrative: Chaos multiplied by regulation. Every state Trulieve operated in functioned as an island—different systems, different definitions, different metrics. The PE board asked simple questions that took weeks to answer. Capital allocation decisions worth millions relied on contradictory spreadsheets.

I **architected** the unification strategy. State by state, I **mapped** schemas, **documented** business logic, and **normalized** the chaos. Python and SQL became my weapons, **transforming** disparate data into a pristine star-schema in SAP HANA. What seemed impossible—comparing Arizona to Florida to Pennsylvania—suddenly became trivial.

This foundation **enabled** enterprise Power BI dashboards. Manual reporting **dropped** 50%. Leadership could finally compare apples to apples, **driving** smarter resource allocation. Exactly what ICT needs across 11 companies.

C) DELIVERY CARDS

2-Minute Version (Full Detail):

- Include regulatory complexity and PE pressure
- Detail technical unification process
- Expand on stakeholder management across states
- **Emphasize:** CHAOS, UNIFIED, ELEVEN-COMPANIES
- **Pause Point:** After "contradictory spreadsheets"
- **Gestures:** Show unification, indicate scale
- **Energy Level:** 7/10
- **Team Mention:** "Worked with stakeholders in every state"

60-Second Version (Core Story): "Unified data across Trulieve's multi-state operations. Mapped schemas, normalized metrics, built star-schema in SAP HANA. Enabled enterprise dashboards, reduced reporting 50%."

- **Emphasize:** UNIFIED, FIFTY-PERCENT, ENTERPRISE
- **Energy Level:** 7/10

30-Second Version (Impact Only): "Created single source of truth across multiple entities. Cut reporting 50%. Exactly ICT's challenge."

- **Emphasize:** SINGLE-TRUTH, FIFTY, EXACTLY
- **Energy Level:** 8/10

STAR 6: Automating Executive Reporting Under High Pressure

A) HOOK ENGINEERING

Curiosity Opener: "CEO's daily email. Zero errors tolerated. Automated."
Stakes: Direct CEO visibility meant any failure was career-limiting.
Tension Point: The previous analyst had been let go for one formatting error.

B) NARRATIVE RHYTHM

Polished Narrative: Perfection demanded daily. Trulieve's CEO required his report at 7 AM sharp—specific format, zero tolerance for errors. The previous analyst lasted three weeks before a formatting mistake ended their tenure. The stakes couldn't be higher.

I **engineered** bulletproof automation. AWS Lambda **executed** the SQL, S3 **staged** the data, Python **formatted** everything to the CEO's exact specifications. But I went further—**implementing** comprehensive error handling, logging, and fallback mechanisms. Like a Swiss watch, it ran flawlessly.

The automation **saved** $520,000 annually in labor costs. More importantly, it **eliminated** human error risk in the most visible executive report. The CEO noticed—and remembered at bonus time.

C) DELIVERY CARDS

2-Minute Version (Full Detail):

- Include predecessor's failure and pressure context
- Detail AWS architecture and error handling
- Expand on CEO relationship and trust building
- **Emphasize:** PERFECTION, FIVE-TWENTY-THOUSAND, FLAWLESSLY
- **Pause Point:** After "ended their tenure"
- **Gestures:** Show precision, indicate automation flow
- **Energy Level:** 9/10
- **Team Mention:** "Documented for team continuity"

60-Second Version (Core Story): "Automated CEO's critical daily report using AWS Lambda and Python. Zero errors in production, saved $520K annually. Built trust through flawless execution."

- **Emphasize:** CEO, ZERO-ERRORS, HALF-MILLION
- **Energy Level:** 8/10

30-Second Version (Impact Only): "Automated CEO's mission-critical report. Saved $520K, zero failures. Bulletproof execution."

- **Emphasize:** CEO, BULLETPROOF, HALF-MILLION
- **Energy Level:** 9/10

STAR 7: Driving Change and Adoption for a New Analytics Culture

A) HOOK ENGINEERING

Curiosity Opener: "Built it. Nobody used it. Fixed that."
Stakes: $3.2M savings potential locked behind user resistance.
Tension Point: Without adoption, the entire project would fail, and spreadsheets would win.

B) NARRATIVE RHYTHM

Polished Narrative: Ghost town. That's what our beautiful new dashboards resembled—perfectly built, completely ignored. Field teams clutched their spreadsheets like security blankets while $3.2 million in savings waited behind the login screen.

I **launched** a adoption campaign that would make marketers jealous. Not emails or memos—I **conducted** 50 hands-on sessions, meeting teams where they worked. I **identified** champions in each region, **created** video tutorials at midnight, and **listened** to every complaint. When users said "this doesn't work for us," I made it work.

Adoption **exploded** 30% in three months. The dashboards became their primary tool. Mis-ships **plummeted** 25%. That $3.2 million? Captured. Culture transformed.

C) DELIVERY CARDS

2-Minute Version (Full Detail):

- Include initial resistance and cultural challenges
- Detail training methodology and champion strategy
- Expand on iterative improvements based on feedback
- **Emphasize:** FIFTY-SESSIONS, THIRTY-PERCENT, TRANSFORMED
- **Pause Point:** After "like security blankets"
- **Gestures:** Show growth, indicate engagement
- **Energy Level:** 8/10
- **Team Mention:** "Empowered 50+ field champions"

60-Second Version (Core Story): "Drove adoption of new analytics platform through 50 training sessions. Identified champions, created tutorials, listened to feedback. Increased adoption 30%, unlocked $3.2M savings."

- **Emphasize:** FIFTY, THIRTY-PERCENT, MILLIONS
- **Energy Level:** 7/10

30-Second Version (Impact Only): "Transformed analytics culture through hands-on training. 30% adoption increase, $3.2M captured."

- **Emphasize:** TRANSFORMED, THIRTY, CAPTURED
- **Energy Level:** 8/10

PART 2: Q&A CONVERSATION FRAMEWORK

Opening Acknowledgment Bank

- "That's a critical question because it gets to the heart of ICT's transformation..."

- "I'm glad you asked about that—it's exactly what I encountered at Trulieve..."

- "This connects directly to your challenge with 11 portfolio companies..."

- "Bob, you've highlighted this exact issue in our previous conversation..."

- "That's the million-dollar question in PE-backed environments..."

Framework References

- "I approach this through three lenses: technical feasibility, business impact, and user adoption..."

- "The framework I've found most effective is the crawl-walk-run methodology..."

- "Breaking this into phases: discovery, pilot, scale, and optimization..."

- "I use the DACI model: Driver, Approver, Contributors, Informed..."

- "My approach follows the value-complexity matrix Bob used at BlueLinx..."

Story Integration Bridges

- "Let me illustrate with a specific example from Turner Broadcasting..."

- "This reminds me of a situation where we faced the exact same challenge..."

- "The Trulieve unification story demonstrates this well..."

- "Similar to your quote-to-close challenge, at Home Depot we..."

- "My Snowflake migration experience directly applies here..."

Quantified Outcome Templates

- "The measurable impact was a [X]% improvement in [metric]..."

- "This resulted in $[X] in cost savings/revenue generation..."

- "We achieved [specific metric] within [timeframe]..."

- "The ROI calculated to [X] times the investment..."

- "Performance improved from [baseline] to [result], exceeding targets by [%]..."

Boomerang Questions

- "How does ICT currently handle the normalization across Syspro and Sage?"

- "What's been Geoffrey's experience with Oracle-to-Snowflake migrations?"

- "Mickey, I'm curious about your perspective on the Power BI challenges you've encountered..."

- "Bob, given your BlueLinx success, what customer segments do you see as priorities?"

- "How is the team currently managing the quote-to-close analysis manually?"

PART 3: ANSWER FRAMEWORKS FOR ANTICIPATED QUESTIONS

Q1: Reconciling KPIs Across Disparate Systems (Difficulty: 5)

Opening: "That's the million-dollar question in multi-entity consolidation—I faced this exact challenge at Trulieve across state operations."

Structure:

1. Discovery phase: Map current state (2-3 weeks)
2. Standardization workshops with stakeholders
3. Technical implementation in Snowflake
4. Governance framework establishment

Integration: Reference STAR 5 (Multi-Entity Unification) **Metrics:** "At Trulieve, standardization improved reporting accuracy by 40%" **Energy:** 8/10

Q2: Implementing Change Management (Difficulty: 4)

Opening: "I'm glad you asked—change management makes or breaks these initiatives."

Structure:

1. Stakeholder mapping and champion identification
2. Pilot program with early adopters
3. Iterative feedback and adjustment
4. Full rollout with support system

Integration: Reference STAR 7 (Analytics Culture Transformation) **Metrics:** "My approach typically achieves 30%+ adoption in 90 days" **Energy:** 7/10

Q3: Building and Maturing Analytics Team (Difficulty: 4)

Opening: "This connects directly to the player-coach model we discussed."

Structure:

1. Assess current capabilities (Mickey's Power BI expertise)
2. Identify skill gaps (Snowflake knowledge)
3. Create development roadmap
4. Foster collaboration culture

Integration: Reference Turner knowledge transfer success **Metrics:** "At Turner, team was self-sufficient in 60 days" **Energy:** 7/10

Q4: Power BI and Snowflake Architecture (Difficulty: 3)

Opening: "Bob, this is exactly why my Snowflake experience from 2018 is so valuable."

Structure:

1. Data lake/warehouse layers in Snowflake
2. Star schema design for performance
3. DirectQuery vs Import optimization
4. Incremental refresh strategy

Integration: Reference STAR 2 (Snowflake Pioneer) **Metrics:** "This architecture reduced query time by 40%" **Energy:** 9/10

Q5: Power BI Development Plan (Difficulty: 2)

Opening: "Let me walk through my proven 30-60-90 day approach."

Structure:

1. Week 1-2: Stabilize current implementation
2. Week 3-4: Deliver quote-to-close dashboard
3. Month 2: KPI standardization
4. Month 3: Enterprise rollout

Integration: Reference STAR 1 (Power BI from Ground Up) **Metrics:** "Typically deliver first dashboard in 3 weeks" **Energy:** 8/10

Q6: Technical Problem-Solving Scenario (Difficulty: 5)

Opening: "This is where my hands-on experience becomes crucial."

Structure:

1. Immediate triage and root cause analysis
2. Implement temporary workaround
3. Design permanent solution
4. Document and prevent recurrence

Integration: Reference STAR 6 (CEO Report Automation) **Metrics:** "My solutions typically have 99.9% uptime" **Energy:** 9/10

Q7: Stakeholder Management (Difficulty: 3)

Opening: "Managing 8 presidents requires a strategic approach I've refined."

Structure:

1. Individual discovery sessions
2. Find common ground and quick wins
3. Regular communication cadence
4. Celebrate shared successes

Integration: Reference working with Trulieve CEO **Metrics:** "Achieved buy-in from all stakeholders within 60 days" **Energy:** 7/10

Q8: Data-Driven Decision Making (Difficulty: 2)

Opening: "This is about making data accessible and actionable."

Structure:

1. Self-service analytics enablement
2. Real-time dashboard availability
3. Predictive insights integration
4. Decision audit trails

Integration: Reference STAR 3 (Customer Segmentation) **Metrics:** "Improved decision speed by 25% at previous roles" **Energy:** 7/10

Q9: Advanced Analytics Implementation (Difficulty: 3)

Opening: "Beyond reporting, there's tremendous opportunity in predictive analytics."

Structure:

1. Start with historical analysis
2. Build predictive models
3. Integrate into operations
4. Measure and refine

Integration: Reference ML segmentation success **Metrics:** "$2.4M impact from advanced analytics at Trulieve" **Energy:** 8/10

Q10: Operational Efficiency Focus (Difficulty: 3)

Opening: "Operational analytics directly impacts the bottom line."

Structure:

1. Process mining to identify bottlenecks
2. Automation opportunities assessment
3. Real-time monitoring implementation
4. Continuous improvement cycle

Integration: Reference STAR 4 (Supply Chain Automation) **Metrics:** "Typically find 20-30% efficiency gains" **Energy:** 8/10

Q11: Why ICT/Business Model Fit (Difficulty: 2)

Opening: "ICT represents the perfect intersection of my experience and passion."

Structure:

1. PE-backed transformation experience
2. Multi-entity consolidation expertise
3. Hands-on technical capabilities
4. Industry growth opportunity

Integration: Reference all relevant experience **Metrics:** "My background directly addresses your top 3 needs" **Energy:** 9/10

Q12: Collaboration and Standards (Difficulty: 3)

Opening: "Mickey's Power BI foundation provides the perfect starting point."

Structure:

1. Acknowledge existing work value
2. Propose enhancement strategy
3. Collaborative development approach
4. Knowledge sharing commitment

Integration: Emphasize partnership with Mickey and Geoffrey **Metrics:** "Together we can accelerate timeline by 50%" **Energy:** 8/10

PART 4: STRATEGIC QUESTIONS FOR PANEL

1. Strategic Question (To Bob)

"Bob, given your success with customer segmentation at BlueLinx achieving 70 basis points margin improvement, how do you envision applying similar analytics to ICT's quote-to-close optimization? I see parallels with the A-D customer framework."

2. Operational Question (To Geoffrey)

"Geoffrey, with your Oracle expertise and ICT's multi-ERP environment of Syspro and Sage, what integration patterns have you found most effective? I'm particularly curious about your experience with master data management across systems."

3. Technical Question (To Mickey)

"Mickey, you've been deep in the Power BI implementation for several months—what's been the most challenging aspect of the data model design? I'm thinking about how we might leverage Snowflake's capabilities to simplify some of those complexities."

4. Cultural Question (To Panel)

"With 8 portfolio company presidents and 11 different business cultures, how have you seen successful initiatives gain traction across the organization? What made the difference between adoption and resistance?"

5. Forward-Looking Question (To Bob)

"With the data center cooling market growing at 16.4% CAGR and ICT's positioning in that space, how do you see analytics supporting the capture of that opportunity? Should we be thinking about IoT data integration for predictive cooling analytics?"

PART 5: RECOVERY PROTOCOLS

1. Mental Blank

"That's an excellent question—let me take a moment to organize my thoughts properly. Actually, this connects to a similar challenge I faced at Trulieve where... [bridge to known territory]."

2. Technical Knowledge Gap

"I haven't worked with that specific feature, but I've solved similar challenges using [adjacent technology]. Let me understand your use case better—what's driving that particular requirement?"

3. Disagreement with Interviewer

"That's an interesting perspective and different from my experience—help me understand your context better. In my situation, we found [alternative approach], but your environment might have unique factors I should consider."

4. Weakness/Failure Probe

"My biggest learning came from a Turner project where I initially underestimated stakeholder buy-in needs. Now I always start with stakeholder mapping and get commitment upfront—it's become a cornerstone of my approach."

5. Compensation Discussion

"I'm confident we can find a mutually beneficial arrangement given the value I bring—particularly the Snowflake expertise gap I can fill immediately. What's most important is ensuring I can deliver the transformation you need."

6. Inappropriate Question

"I want to make sure I understand what you're looking for—could you help me see how that relates to the role requirements? I'm happy to discuss anything relevant to my ability to excel in this position."

STRATEGIC REMINDERS FOR INTERVIEW

Energy Management Plan

- **Opening (0-10 min):** 7/10 - Warm but professional

- **STAR Stories (10-30 min):** 8-9/10 - Peak engagement

- **Technical Discussion (30-45 min):** 7/10 - Thoughtful and precise

- **Questions (45-55 min):** 8/10 - Curious and engaged

- **Closing (55-60 min):** 9/10 - Strong finish

Key Differentiators to Emphasize

1. **Only Snowflake expert** available to ICT

2. **Proven Power BI builder** not just user

3. **PE transformation experience** matching environment

4. **Quantified business impact** in millions

5. **Multi-entity unification** expertise

Panel Member Engagement Strategy

- **Bob:** Reference BlueLinx success, emphasize urgency and execution

- **Geoffrey:** Acknowledge Oracle expertise, propose collaboration

- **Mickey:** Credit existing work, position as enhancement partner

Power Phrases to Weave In

- "Building on Mickey's foundation..."

- "Similar to your BlueLinx transformation..."

- "Geoffrey's Oracle expertise would be perfect for..."

- "In PE environments, speed matters..."

- "That 19% quote-to-close represents millions..."

Closing Statement (Memorize)

"Bob, Geoffrey, Mickey—this conversation has reinforced my excitement about ICT's transformation opportunity. You have all the pieces: Bob's strategic vision from BlueLinx, Geoffrey's integration expertise, Mickey's Power BI foundation. What you need is someone to accelerate the Snowflake implementation and unify your analytics strategy. I see us achieving three things in 90 days: Power BI at mission-critical status, Snowflake enabling true cross-portfolio analytics, and that quote-to-close ratio improving from 19% to 25%. I'm ready to start contributing immediately. What questions can I answer to confirm I'm the right person to accelerate ICT's analytics transformation?"

FINAL SUCCESS METRICS

Interview Success Indicators

✓ Bob nodding during Snowflake discussion

✓ Mickey engaging on technical details

✓ Geoffrey asking follow-up questions

✓ Specific discussion of start date

✓ Introduction to other team members

✓ Tour of facilities offered

✓ "When you start" language vs "if"

Post-Interview Actions

1. Thank you emails within 2 hours (personalized to each panelist)

2. LinkedIn connections with personalized messages

3. 24-hour follow-up with 30-60-90 day plan document

4. Share relevant Power BI templates or frameworks discussed

Remember: You're not interviewing—you're consulting. You're not hoping—you're choosing. You're not just qualified—you're the solution they need.