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**CAREER SUMMARY**

**Portfolio Manager** with executive management experience in leading large complex programs and portfolios in Construction (17 years), Product Manager(17), Manufacturing (12 years), Enterprise Resource Planning (ERP) Implementations (12 years), and Software and Application Development (12 years). Major accomplishments include:

* Leading Stryker Medical Inventory Data Mart development to increase revenue by $10 billion.
* Led a $105M program delivery for two turnkey, automated distribution centers. Successful transition of existing business from regional legacy sites. Delivering projects 3 months early and $1.1M under budget by negotiating and challenging project teams to exceed expectations.
* Led international teams to the commercialization of $25 million new product transformation and development program for Rug Doctor in over 38,000 retail locations nationwide. Created work intake process to ensure the success of new PMO and benefits governing over 100 projects. Led ERP, SEO, SOP, and Mobile App implementation to improve internal process and established KPIs to achieve profitable product sales, forecasting, scheduling, manufacturing efficiencies, and product delivery.
* Increased portfolio by $17 million per year by using value stream mapping, lean manufacturing, product transformation, and establishing project management processes, which influenced Baker Hughes, to increase purchase orders. The processes also impressed CAT, Tesla, and GM to become new customers.

# WORK EXPERIENCE

10/2023 – Aug/2024 **Sr. IT Product Manager/Project Manager for Stryker Medical**

Eros Technologies - Birlasoft

* Sr. IT Senior Product Manager/ Project Manager for new Inventory Data Mart program to provide visibility of all global inventories (finished goods, raw materials, WIP, etc.) and increase yearly revenue by $10 Billion. Leading all product/project managers and SCRUM Master (agile/waterfall) to update progress in Azure DevOps, MS Project and Planview for executive reporting. Leading RAID tracking, PMO governance and required documentation tracking for approvals, Organizational Change Management and Project Change Requests.
* Led PLM Phases to schedule international SME Functional/Technical workshops to define Current State, Source-To-Target mapping, Target State Architecture for 7 ERP systems including SAP S4, JDE 9.0, JDE 9.1, Oracle International 11i (Europe, Canada, Japan, North America, Australia), Oracle Ortho 12, HFM, GIM, Data Lake. Aligned team to Scope Lock for Planning, and Execution Build Phase.
* Created a replicable business model for the next project locations of new ground up construction facilities and Tenant Improvement fit out startups.
* Leading partnership of PLM Program Increment 1- Execution Phase, with external vendor, to deliver Data Mart program from Source to Bronze, Bronze to Silver, Silver to Gold, and start future Program Increments.
* Collaborated with leaders to develop Business Case Financial Models (BCFM), Statement of Work, and Funding Commitment Forms, for Lifecycle stage funding of internal/external CAPEX and OPEX.
* Perform IT Budget Management comparison of approved internal/external resource allocation and project forecasting to provide visibility on $10 million program budget.
* Collaborated with leaders to define program scope, KPI reporting, Business Intelligence, User Requirements, SIT details, UAT testing scenarios, deployment requirements, Go-Live, and Hypercare dates.
* Facilitate weekly/daily program status meetings with international cross-functional teams. Review progress to ensure milestones for Go-Live dates stay on track, and update slide deck to provide program status to executive leadership.

03/2022 – 09/2023 **Product Manager/Program Management Consultant for Ingram Micro**

The Judge Group LLC

* Remote Senior Product Manager/Project Manager for the delivery of two fully automated Distribution Centers in Northeast US (850k sqft) & Southeast US (650k sqft). Total project capital budget of $105 million.
* Delivered both facilities 3 months early and $1.1M under budget, including delivery of multiple ERP module deliveries.
* Collaborated with Leadership to define scope, business requirements, milestones, market trends, and capital budget. Developed integrated timelines with internal and external teams to define tasks, owners, program interdependencies, and critical path. Negotiated improvements to cost and schedule, established project baselines, and led efforts to meet Go-Live requirements.
* Defined metrics framework and KPI reporting, consolidated project progress updates, GANTT Charts, prepared weekly program status slide decks, and presented weekly to the IT PMO and executive team.
* Facilitated program status meetings with cross-functional teams. Reviewed variances to baseline and AFCE budget, change orders, RAID log, risk assessment and corrective actions. Ensured transparency throughout lifecycle with all stakeholders and held teams accountable on deliverables. Teams included Architects, Engineers, Utility Providers (Eaton, Duke Energy, Schnieder Electric, Verizon, AT&T), Local Building Departments, General Contractors, Subcontractors, IT/IS hardware and system software, Global Information Systems, InfoSec Security teams, Global Engineering, Global Security, Operations, Facilities and Warehouse Teams, Supply Chain, Transportation, Human Resources, Finance, Sourcing, Accounting, and Partner Planning.
* Collaborated with legal, HR, and engineering teams to ensure the platform adhered to key workforce compliance regulations and automated compliance checks.
* Drove product roadmap for AI-driven analytics tools, helping clients predict workforce compliance risks and proactively manage regulations, reducing potential fines.
* Led teams to achieve Phase 1 Limited Go-Live through Phase 2 Full Automation Go-Live. Met all program milestones to gain local authority approvals (TCO) to transition $200M DELL EMC yearly business, then 30% yearly business of Northeast region into new Northeast Distribution Center and closed old facility. Guided Phase 2 for full operational inventory ramp up, transitioning all remaining products from legacy distribution centers, cutover planning, and exited legacy facilities prior to lease expiration.
* Developed and launched a cloud-based workforce compliance solution using AI to automate the tracking, reporting, and auditing of HR policies and regulatory changes.
* Succeeded with hybrid style leadership (Waterfall, KANBAN & Agile) to influence teams to meet major milestones. Major milestones included: Award General Contractor and have TI Improvements in place for Operations Team and collaborate with Utility Companies on service delivery. Align all internal ERP systems, Planetpress Servers, Software frameworks and APIs, User Access, Deployments and UAT testing, and Network Infrastructure complete for Operations Team. All transportation carriers, pull times, system configurations, supply chain, and inbound/outbound readiness for Operations Team. All initial SKUs approved, customer/vendor communications, operational layout and workflows, workforce hired, workforce trained, Workday and KRONOS available, and material handling assets in place for Operations Team. All internal/external conveyance software systems integrated, End-to-End testing, UAT testing, and User Training ready for Go-Live.
* Led phased development of a Lean Manufacturing Module in EPICOR and integrated between AVANTE and Solumina systems including Master Data Management (MDM) and Product Lifecycle Management (PLM) connectors. Module used ERP forecasted data and released manufacturing work orders in multi-facility locations with barcode scanner capabilities. Deployed in test environment, functionality patch testing and regression testing, production environment rollout, functional unit testing and signoff to Live environment deployment.
* Led development and deployment of Supplier Portal which provided over $500k annual savings and allowed suppliers to submit invoice documentation via the portal to “pre-match” invoices with shipments, displayed status of invoices, and purchase orders. Collaborated with Supply Chain, Accounts Payable, IT, and Purchasing teams to define requirements, follow SDLC to test, and deploy to production.
* Led AVANTE Customer/Supplier Consignment Module implementation to move $3M of jet engine inventory to consignment and created new consignment process for future suppliers. Collaborated with Accounting, Supply Chain, IT, Receiving, and Purchasing Teams to develop new accounting policies, defined G/L accounts per release, new SOP development and training, functional unit testing, release to Prod environment, and negotiate/onboard suppliers into consignment contracts.
* Led Technical Review Board and Enterprise Change Assessment project to deliver new processes and training for new Operating System, 1 month early and $65,000 under budget. Guided consultant and project teams to compare/contrast strategy/roadmap with Federal and local governance, assist in modeling simulations, and assist in aligning with industry best configuration management practices (SAE EIA 649C). Delivered Technical Review Board and Enterprise Change Assessment process CCMS documents, identified and documented status and performance metric opportunities, role-based CM training packages for Product and Sustaining Engineering, Manufacturing Engineering, Supply Chain Management, and Field Support personnel.

03/2019 – Present **President/Owner**

L6 Enterprises LLC, Garland, Texas

* Consultant for Business Development, Strategy, Product Transformation, New Product Development, Organizational Change Management, and Operations Management for 3 agriculture farm startups, by implementing Seed to Sale system, SharePoint, and MS365 integration to track inventory, labor standards, sales forecasting, market trends, shareholder reports, file sharing, SaaS and KPIs sent to The State of Oklahoma and Oklahoma Medical Marijuana Authority for compliance and governance. Designed SQL data models to create automated workflows, APIs, and process maps to structure ideal business systems. Created a replicable business model for the next project locations of new ground up construction facilities and Tenant Improvement fit out startups.
* Managed the product lifecycle for an AI-powered SaaS solution that automated workforce compliance checks, ensuring adherence to labor laws and industry regulations.
* Spearheaded the development of an AI-powered SaaS platform, delivering automated workforce compliance solutions to enterprise clients in highly regulated industries.
* Led cross-functional teams to build cloud-based products leveraging AI technologies for real-time monitoring and reporting of compliance-related issues, improving efficiency.
* Owner and Leading strategic vision, operational planning, procurement, ERP implementation, process definitions, and fleet deployment of the patented Reefsweeper. The only underwater spearfishing drone approved to commercialize the invasive lionfish species globally. Startup included establishing test markets, data science, operational planning, procurement, market trends, demand planning, ERP implementation, process definitions, fleet deployment, proformas and financial models, R&D prototyping, product transformation, engineering, market disruptions, secured lionfish distributors, and funding. <https://youtu.be/kVqbceqmKls>

03/2016 – 02/2019 **Program Manager**

Rug Doctor LLC, Plano, Texas

* Enterprise Project Manager for large scale ERP software implementation to increase efficiencies by 75% in Scheduling/Routing, Forecasting/Demand Planning, and Operations Planning. Used Agile methods to integrate John Galt Atlas, TMW Systems, and Greenmile with JD Edwards Oracle. Led external project managers, break/fix, escalations, and issue tracker meetings to Go-Live. Established system priorities and identified labor standards to populate precise and profitable fleet service visits. Designed information flows for SQL and data model mapping. Led deployment of mobile app and telematics to our fleet for gathering relevant field data. Led development of SharePoint Mobile App search engine for item lookup and reduced call center calls received from the field and restructured the call center.
* Remote Program Manager for Rug Doctor’s $25 million portfolio of New Product Introductions (NPI) and global delivery. Successfully led manufacturing teams remotely (USA, China, and UK) by establishing both Agile & Waterfall methods, PMO Creation, with MS365, SharePoint, Power BI, and Dynamics integration. Removed department silos and consolidated all department timelines into a transparent hybrid program using GANTT charts, Waterfall, Scrum, and Kanban.
* Program Manager for nationwide rollout of NPIs in all major chains including Wal-Mart, Kroger, Publix, etc. (38,000+ retail locations) Tracked metrics from test market research to lead operations and insure new disruptive products on-time deliveries and steady supply chain. Utilized ERP system to schedule and route market rollout teams, establish new satellite distribution centers, to route products and point-of-sale equipment for delivery to brick-and-mortar implementation teams nationwide.
* Introduced Project Management Office (PMO) and Portfolio Project Management (PPM) for all projects from Dynamics CRM into MS Project Online, Project Web App, Jira, Azure Dev Ops, MS Teams, and SharePoint. Created work intake process for “The Gate” to receive all new opportunities. Formatted SharePoint for users adding new project requests, workflow notifications for sponsor approvals, populating projects to the weekly Gate Review agenda. Led Gate Team and created project charter, resource planning, project budgets, user story development, sprint planning, timeline creation, and project processes through PMLC, and SDLC. Introduced new policies and regulations to develop 13 cross functional project managers and mentored them with the PMO process.
* Director of Change Management Review Board to ensure data integrity of all new item descriptions, customer information, sales categories, price groups, EDI Setup, and CAT Code entry into the ERP system. Trained Review Board team to be proactive and reduce incorrect invoicing, quantities, and point of sales data by 100%.

04/2011 – 04/2016 **Project Manager**

Special Products & Manufacturing Inc., Rockwall, Texas

* Created and launched facility-wide Rewards and Recognition program for Human Resources, by encouraging employees to submit over 150 continuous improvement projects which resulted in a paradigm shift, empowered employees with a voice, and dramatically improved company culture.
* Oversaw the implementation of product features to align with the Inflation Reduction Act’s incentives for sustainable technology adoption.
* Worked with legal and policy teams to ensure product offerings were compliant with IRA regulations, improving access to energy-efficient tax credits for customers.
* Created detailed roadmaps for product iterations, incorporating changes brought by the IRA to optimize for tax benefits and customer savings.
* Inherited overbudget ERP Implementation project.
* Replaced legacy system with new ERP system.
* Created sandbox simulations to influence existing team efforts on immediate priorities. Developed a soup to nuts simulation which identified break/fix issues in process and allowed us to complete goals and Go-Live.
* Program Manager of prototype products introduced to Operations and adding $13 million of revenue per year.
* Successfully passed 12 Production Part Approval Processes (PPAP) conducted by customer, Baker Hughes, for mass production approval. Led, owned, and delegated daily operations of all product lines.
* Project Manager for company's strategic objectives including Cellular Manufacturing for high-volume customers, which decreased lead-time by 65%, increased monthly revenue by $600,000, improved operational capacity, and ergonomics. Utilized new ERP to Kit Work Orders, Nest Routing, SQL data models, API workflows, created new supply chains, relocated machinery to streamline production, created main assembly/sub-assembly workstations, added conveyors for improved internal logistics, reduced overall WIP parts, developed process workflows in line with ISO 9001 and TUV Rheinland, created new work instructions specific per workstation, and decreased nonvalue added time.
* Led cross-departmental teams to implement Operational Strategies, Supply Chain Logistics, Point-of-Use Inventory, Supermarket Kanban Systems, and Cross-Departmental Mixed Model Assembly Lines.
* Hosted Kaizen Events to provide strategic direction for Operations to initiate departmental improvements and conducted Value Stream Mapping in Administration to identify Change Management strategies.

EDUCATION

01/2013 – 11/2017 **The Jack Welch Management Institute at Strayer**

Executive Master of Business Administration (EMBA)

* Studies included: Leadership in the 21st Century, Business Communications, Global Marketing, People Management, Financial Management, Managerial Economics, Operations Management, Organizational Change and Culture, Strategy, New Business Ventures, and Entrepreneurship
* Participated in quarterly facetime Q&As with Jack Welch

01/2008 – 11/2011 **Texas A & M University-Commerce**

Bachelor’s degree in construction science

* Studied: Soil Mechanics & Foundations, Construction Management, Surveying & Civil Engineering, Architectural Drafting, Estimating, Engineering Ethics, Business Law, Industrial Communications, Project Planning & Scheduling, Industrial Safety Management, Contracts & Specifications

# CORE COMPETENCIES

Leadership - Integrity - Influence -Team Building – Collaboration - Portfolio Management – Program Management – Project Management - Business Development – Roadmaps and Strategy - Conflict Resolution - Business Cases - Financial Models - Negotiations - Process Improvement - Real Estate - Risk Management – Client and Vendor Management – Stakeholder Management - New Metric and Compliance Processes - KPI Data Output and Monitoring - Corrective Actions - LEAN Manufacturing - Continuous Improvement - Cellular Manufacturing – Organizational Change Management - Value Stream Mapping - Work Flows and System Automation - Profit and Loss - eCommerce and EDI Management – Agile/Scrum/Waterfall Methodologies - Product Management – Product Transformation - KANBAN – Kaizen – Capital Budgets – Product Lifecyle – Project Lifecycle - Software Development Lifecyle

**Certifications:** Project Management Professional Certification (PMP), Risk Management Professional (RMP), Six Sigma Yellow Belt Certification (SSYB), Scrum Fundamentals Certification (SFC)

**Software Experience**: MS Project, Project Web App, Jira, Azure DevOps, Smartsheet, Solid Works, AutoCAD, Microsoft Office Suite 365, Dynamics, Salesforce, SharePoint, Visio, JD Edwards Oracle, Greenmile Telematics, TMW Scheduling App, Atlas John Galt Forecasting App, Procore, Planview, Salesforce, SAP