**Director Cloud Financial Management**

* Lead the Enterprise Cloud portfolio management team and manage the financial portfolio end-to-end, including providing consulting services to VPs and Directors on financials. – I designed and created the current financial trackers for the team that have been in use since 2018
* Ensure timely and accurate financial deliverables to achieve the Enterprise Cloud portfolio financial targets.
* Deliver executive presentations summarizing monthly financial results including R&O, P&L, investment, and headcount elements. Software Cap, I held monthly financial results calls with all of Tech Finance to highlight the software cap variances to plan and provide more insight into the variance drivers
* Manage colleague and contractor headcount inclusive of linkages to key initiative funding and forward-looking views incorporating strategic workforce plan elements used in BoY projections.
* Collaborate with internal and external stakeholders to build long range plans and annual budgets while ensuring alignment with strategic priorities.
* Provide guidance across the organization on purchasing and accounting treatment for various expense types. I was responsible for the end-to-end creation and submission of all manual journal entries for software cap, averaging approx. $100M per month in software capitalization and $60M per month in amortization expenses.
* Build and enhance ad-hoc financial models and business cases that support the complex operating environment while taking into consideration the needs of a wide group of partners and stakeholders including finance, product teams, application teams, and engineering teams.

I have created hundreds of ad-hoc financial models throughout my career for a variety of industries and applications, ranging from contractual models, long-range planning models, and monthly variance analyses.

* Partner with the FinOps team to ensure public cloud expenses are optimized, identify areas of additional opportunity, and support a wholistic cost management approach. I have had a close working relationship with FinOps through providing Hydra public cloud data and sharing best practices for data extraction and automation.
* Oversee monthly and annual chargeback-related processes for PaaS, xPaas, and CI/CD offerings. I have designed and built over (70) Python automation scripts which are used for the extraction of source data, transformation of data, applying business rules, normalizing data categories and staging data for final upload for TCAI.
* Work with corporate controllership on monthly journal entry inquiries
* Provide financial analysis and support for Cloud related vendor agreements
* Deep experience and proven thought leadership in a financial role and a strong foundation of knowledge in Finance.
* Experience in Technology financial management.
* Adept at driving outcomes with relentless attention to detail.
* Ability to continuously deliver results in a dynamic environment while comfortably navigating ambiguity.
* Lead and influence others without authority at multiple levels across technology, product, and business functions.
* Adept at building relationships with strong consultative and collaborative skills to partner with leaders across business and technology.
* Superb verbal and written communication skills, from preparation through execution, with the ability to understand your audience and build presentations to structure messages that effectively inform and persuade.
* Working knowledge of technology investment planning, resource management and cost modeling is highly desirable.
* Working knowledge of private and public cloud environments; particularly AWS, GCP, and Azure

The position of Director, Product Delivery & Integration represents a long-awaited opportunity to combine (17) years of work experience in a variety of corporate finance roles with an additional (7) years of experience working as a Program Manager and Developer for end to end data automation and analytics processes for Cloud Engineering.

**Current Role and Responsibilities**

My current role in the Cost and Demand Analytics Team (CDAT) is focused on delivering automation solutions for all aspects of data that the team produces. During my tenure, I have developed and actively maintain (75) customized Python and SQL automation processes for reporting metrics, chargeback, and financial reporting. The automation also provides a critical capability for Cloud Engineering to process almost (10) million Hydra pod records for chargeback and cluster demand analysis monthly. The data automation has saved over 3,000 hours of manual work annually, while handling a 500% increase of records processed since 2017.

**Most Recent Finance Role**

From 2014 to 2017, I worked in Technology Finance managing the end-to-end monthly process for software capitalization calculation, analysis, and reporting. This process averaged more than $100M per month in accruing software capitalization, along with $70M per month in amortization expenses. Due to very short deadlines for monthly close, I created process efficiency improvements through optimization of data collection, Excel automation, and control checks to reduce the amount of time for generating the final Manual Journal Entry (MJE), Chargeout, and Management Reporting deliverables by over 35%, while achieving a 100% rate of MJE accuracy over a 36-month period.

**Project Management**

I had the opportunity to lead a (15) month project for Billed Business in which I created dozens of customized automation scripts, comprising over 10k lines of code in Excel Visual Basic. This role required a significant amount of peer and contractor leadership, as I was required to train and mentor (7) analysts and (2) contractors on the Excel automation steps and user acceptance testing to validate the output data. The automation project converted over (100) daily text files into a fully transformed and mapped staging data for loading into data tables for an Essbase reporting platform. The automation successfully processed over 500k Billed Business records per month and saved approximately 5,000 hours of manual work with an error rate of less than 0.5%.

**Leadership Experience**

As a people leader, I am uniquely qualified to be able to leverage 34 years of experience in the United States Marine Corps, both on Active Duty and Reserves. I have held multiple command positions throughout my career, from a Platoon (approx. 35 people) to a Squadron (approx. 700 people). Additionally, in positions of command I have led groups of Marines on multiple deployments to Somalia and Iraq. My three deployments to Iraq occurred during some of the heaviest periods of the insurgency and demanded continuous and inspired leadership to ensure successful mission completion despite high-tempo, high-stress situations, while sustaining no casualties in my units. My leadership experience is invaluable for a team to have a calm, engaged, and committed leader able to focus on short and long-term team goals and deliverables, while also making every effort to support each member of the team to maximize their abilities and career growth.

After seven years of working in CDAT, the opportunity to be able to provide additional leadership and overall responsibilities represents a critical milestone in my career path. I am confident my extensive experience in leadership, finance, and successful project and program management, will provide a solid foundation for success as a Director. I am very interested in pursuing this opportunity and look forward to discussing in further detail how my skills and experiences can benefit the organization.

In terms of financial experience, I have over (17) years of experience working in a variety of finance roles across multiple industries. My experience in Finance ranges from Financial Analyst / Senior Financial Analyst covering Financial Modeling, Cost Modeling, Long-Range Plans, and Contractual Modeling. At American Express, my first (10) years with the company were in Finance roles, focusing on Financial Models, Cost-Benefit Analyses (CBA), Discounted Cash Flow modeling, and finance plan and budgeting templates for monthly variance analyses.

I was responsible for all steps involved in the final Manual Journal Entry (MJE) submission, starting from extracting source data from SDLC, mapping and transforming the data through customized automation in Excel, and creating the MJE during monthly close. Post close, I presented the monthly results to the Tech Finance leadership and hosted the monthly variance analysis calls with the entire Tech Finance organization.

I am applying for the position of Director, Program Management. This is an optimal opportunity in which to expand my scope of responsibilities and gain new experiences in a different role at American Express. I am particularly interested in this role due to my experience over the last 7 years as a Program Manager in the Capacity and Demand Analytics team, supporting the Cloud Engineering organization in American Express Technology. My primary responsibilities revolve around delivering end-to-end automation for all the major reporting and chargeback processes in which the team is responsible. This includes capacity and metrics data and reporting for key Amex Cloud product offerings, all the monthly Total Cost of Application Infrastructure (TCAI) chargeback data, and the data collection, quality control, transformation, and loading for the Enterprise Cloud Reporting Utility (ECRU) (https://ecru.aexp.com/). ECRU is an internally developed, application-level reporting utility that allows all employees to access detailed chargeback, metrics, and utilization data for the three major private cloud platform offerings: xPaaS, PaaS, and Hydra. Additionally, I setup and implement all the architectural requirements for the data automation processes for the group, to include PostgreSQL databases, TIMS Windows, and Linux RedHat Servers, privileged access requirements, access control lists, and exception management.

The experiences gained in this team, combined with 17 years of experience in corporate finance in various roles at American Express, as well as other organizations, have provided me with a very solid foundation in which to further expand my scope of responsibilities as Director. I will be able to add value through my underlying knowledge of Tech Finance, TCAI, Agile, and Program management. Through my experience at automation of end-to-end analytics and reporting processes in Cloud Engineering, I am ideally positioned to be able to apply these skills to this role. Combined with my experience creating reports and visualizations in Tableau, I will be able to bring powerful and informative reporting for any number of key performance indicators or metrics used for the role.

While I do not currently have a people leader role at American Express, I have a substantial amount of experience in leading large organizations over the last 20 years. I retired from the Marine Corps Reserves in 2021, with my last assignment as Logistics Officer for I Marine Expeditionary Force, a California-based command element that oversees operations for over 50,000 Marines and Sailors throughout the West Coast of the United States. This executive-level role in the United States Marine Corps Reserves interacts with Active Duty counterparts to oversee the day to day operations of the command element. My responsibilities required a substantial level of communication skills, situational awareness, and industry knowledge to effectively interact with peers, seniors, and subordinates on the Active Duty side. This position culminates 30 years of total service in diverse leadership roles and four overseas combat deployments in the United States Marine Corps during my active and reserve service.

Thank you for considering me for this position.

Sincerely,

Rory S. Langran