

# ZACH ZIMMER

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## PROFESSIONAL BACKGROUND

Mr. Zimmer brings business and technology consulting experience across a variety of industries, leading and supporting strategic initiatives in support of critical client business objectives. He has a proven track record in Finance, Procurement, & Supply Chain with a deep expertise in transforming clients through technology implementations, operations management, strategic cost reduction initiatives (sourcing, zero based budgeting, agile procurement), organizational change management, & operating model redesign. Mr. Zimmer is a results-driven Consultant who takes pride in understanding a client's business model, industry challenges, & the overall drivers of the company's long-term success. Mr. Zimmer can analyze and solve problems for clients on both strategic and operational levels which allows him to provide immediate client value in a variety of roles.

## SELECTION OF RELEVANT EXPERIENCE

### R&D Platform Leader for a Fortune 70 Medical Technology Company

Mr. Zimmer supported a R&D platform that was scaling people, process, & tools to enable long term growth of their Smart Connected Care vision. Mr. Zimmer was responsible for driving 3 key areas for Capability Building, Culture Building, & R&D Project Execution in coordination with the Platform R&D & Commercial Vice President's. Capability building activities included leading the team through workshops for annual strategic planning and then executing on the actions plans and roadmap to achieve business objectives (delivered through the OKR framework). The Culture building activities included prioritization of key cultural norms and behaviors needed to execute on the Platform and Company vision (e.g customer centricity, iterating fast, psychological safety, diversity of thought, and inclusion). Other operational execution activities included R&D budget management, process improvement for hiring processes, managing success metrics for reporting, & facilitating platform leadership communication forums.

### Lead Transformation Consultant for a Fortune 20 Retail / Manufacturing Company

Mr. Zimmer lead a 3 year Modernization program as the IT lead to replace his clients Indirect & Direct Procurement systems while also replacing their Accounting systems in parallel. Through this transformation, he helped transition \$12B of spend for Indirect (includes MRO with inventory module across Retail & MFG) and \$4B of spend for Direct into the new procurement systems (Coupa, Oracle, IBM Maximo) and facilitated all functional end to process redesign for the Source to Pay process. The deployment compromised of 100+ operating Divisions and 35,000 end users across 40 states. Mr. Zimmer created the business case to secure capital funding, deigned the future technology architecture, negotiated the contracts for the software/implementation partner, & lead process redesign for their supplier relationship management/sourcing/procure-to-pay/accounts payable. He finalized the post-implementation phase by working with the different business areas to operationalize end to end procurement best practices for their COE, implement a No PO No Pay policy, and document Standard Operating Procedures for the Corporate, Retail, Logistics, & Manufacturing business units.

### Industry Experience

- Retail / CG&S
- Legal
- Life Sciences
- Manufacturing- Discreet and Process
- R&D Med Device
- Oil & Energy
- Automotive
- EPC

### Technology Expertise

- SAP Ariba, SCM, EAM, AIN, & Financials
- Oracle Supply Chain, P2P & Financials
- Coupa
- IBM Maximo
- Other – Jira, Rally, SFDC, Workday

### Methodologies

- Agile Software Development
- Design Thinking
- Lean Six Sigma
- Total Cost of Ownership



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## SELECTION OF RELEVANT EXPERIENCE

### Product Owner for Fortune 10 Healthcare & Retail Company

Mr. Zimmer lead an SAP Supply Chain, EAM, & AIN implementation in effort to launch a medical product to the market. He is supported the business as a Product Owner on their SAP implementation to prioritize the scope, develop business process, facilitate/execute E2E and UAT testing, & coordinate the functional design across supply chain, operations/field service, engineering, & finance. Mr. Zimmer played a critical role in driving complex requirements for integrations & custom enhancements across business, technical, & program resources. In addition to his operational role, he directly supports the VP of Commercial Operations with strategic planning, driving success of cross functional teams supporting the medical device launch, and ensuring newly developed operating procedures align with the broader divisions of the enterprise.

### Functional Design Lead for a Fortune 20 Pharma/Med Distributor

Mr. Zimmer was the Functional Design lead for a Global Operating Model Re-design on an Ariba Source-to-Pay implementation. As the Functional Design lead he was responsible for the effort to plan, analyze, design, test & deploy Ariba. Further responsibilities included gathering technology & business requirements across business segments with two different ERPs, end-state source-to-contract and procure-to-pay Process Design, Organization Design, Organization Sizing, & Offshore Operations Management. Additional support provided for hyper-care, catalog/supplier enablement, master data integration, GL & Chart of Accounts mapping, legacy data conversion, end-user rollout plan, buying & invoicing validation, value & savings realization, KPIs & reporting, workflow design, and run-state transition support.

### PMO Lead for a Fortune 500 Consumer Goods Company

Mr. Zimmer was responsible for managing the project pipeline financial model and client stakeholder management with the goal of delivering \$45M+ of realized savings over 2 years. Responsibilities included handling the spend database refresh, driving/discovering more spend to run through the client's Indirect Procurement Program, and creating project financial reporting/analysis for steering committee/executive meetings. In the end, \$60M+ of savings was delivered to the client after identifying 150+ projects with \$1.1B of addressable spend. Categories addressed include Logistics, Marketing, Media, HR, IT/Telecom, Packaging, & Product Development. This program was executed to self fund a new PMO organization. Mr. Zimmer developed the strategic roadmap, operating model, & Organizational Design for the new PMO operating unit as part of the final project deliverables.

### Procurement Transformation Lead for an AM Law Top 5 Firm

Mr. Zimmer lead a global 1-year Procurement Transformation Program where he developed Category Plans across the 7 largest indirect spend categories and managed approximately \$800M in spend. Mr. Zimmer collaborated with stakeholders to implement an informed/prioritized set of annual business expectations which articulated strategies and associated tactics for a successful Indirect Procurement function. Mr. Zimmer delivered repeatable savings/compliance tracking methods and sourcing plans based on business needs, opportunity size, and resource capacity. Additional support was provided on areas for global vs. regional sourcing with associated savings targets and approaches. Lastly, Mr. Zimmer initiated and realized operational cost savings through spend-management and process improvement methodologies. Indirect areas of cost reduction included Reprographics, IT Hardware & Software, Colocation, Telecommunications, Travel, Records Management, Office & Break-Room Supplies, Car Services, Courier, Office Furniture, Information Services, A/V Conferencing, and Outside Labor & Services.

### Financial Analyst for a Global Steel Manufacturer

Mr. Zimmer presented/consolidated managerial accounting reports for 10 steel plants (5 different ERPs including Oracle, SAP, & in-house legacy systems) to C-Suite executives, including verbal explanation of all forecasted variances and written summaries of financial performance. Additionally, Mr. Zimmer prepared corporate annual budgets for 15 departments (\$275 million) including variance analysis to previous month, monthly budget, and YTD budget. Mr. Zimmer also provided regression analysis reports for EBITDA forecasting purposes, processed transactional month end accounting for labor and benefits, and performed variance analysis for fixed costs and SG&A.

### Functional Expertise

- Source-to-Pay Transformation
- Indirect & Direct Procurement
- Supply Chain Management (Product, Information, & Finance Flow)
- Zero Based Budgeting
- Business Process Re-engineering
- Merger & Acquisition Integration
- Financial Planning & Analysis
- Managerial Accounting
- Operating Model & Organization Design
- Transformational Outsource Planning & Strategy
- Program/Project Management

### Deliverables

- Financial Business Case Analysis
- Functional Design
- Demand Planning & Organization Sizing
- Executive Steering Presentations
- Budget Forecasts
- Strategic Scope Analysis
- Financial Gap Analysis
- Program Charters
- Cost Savings Realization
- Communication & Change Management
- Requirements Traceability Matrix
- Strategic Category Plans
- Governance Design
- Organizational & Operating Model Redesign

