

PAMELA BUITENDORP

pbuitendorp@sei.com | sei.com

PROFESSIONAL BACKGROUND

Pam is a Business and Technology leader with over 25 years of experience specializing in leading, managing, and delivering measurable results on key strategic projects, processes, systems, and business transformations for global organizations. Successful in startups, turnarounds, reorganizations, acquisitions, and high-growth enterprises. Swiftly executes opportunities from concept to multimillion dollar revenues or business savings.

Expert in designing, building, and delivering best-in-class, customer-centric, technology-rich process and solutions that deliver strong and sustainable gains in organizational performance, productivity, and profitability. Pam has the unique ability to blend business processes and technology improvements with her change management and leadership skills to ensure lasting results with an outstanding delivery track record.

SELECTION OF RELEVANT EXPERIENCE

Continuous Improvement & Change Management

Pam developed the strategy for and drove the implementation of continuous improvement and transformation efforts on a company-wide basis, working across all aspects of the business. She led a combination of strategic, operational and tactical improvements to directly improve operating margins and net income by harmonizing the order to cash processes across multiple lines of business, eliminating overlap and redundancy, improving productivity and accuracy. She designed and implemented geographical regions and zones for the onsite services business to improve the operating margins by 12%. She was responsible for developing, deploying, and executing the process design and change management methodology to ensure sustained results, including mentoring, coaching and training resources on the methods, tools and processes as a certified change management professional.

Business Solutions and Process Leader

Pam led a global process and systems restructuring, delivering a single global technology solution. She introduced process improvements and efficiencies that transitioned a failing program from a \$15M deficit to profitability within 1 year. She restructured the entire program, creating new methodologies from requirements, process design, through implementation and business change management. Headcounts were reduced as much as 25% and expenses cut up to 22% while she continued to meet delivery, budget objectives, and expected business results. She replaced 200, 30-year-old business systems globally and consolidate them to a new global footprint of 30, allowing businesses to support the launch of new products across all markets. This reduced the cost to migrate a business unit onto the platform by almost 50%. She implemented the first global data governance and master data management teams with associated processes and tools, resulting in data quality improvement of over 7% in the first month. She negotiated contracts ranging between \$2M and \$5M for the purchase and licensing of software and associated services, including a year-one savings of \$970K on a \$2.1M Oracle contract that reduced service call volume by approximately 40%.

Planning and Strategy Optimization

Pam was a practicing Certified Lean Six Sigma Black Belt directing cross-functional teams of up to 100 subject matter experts, delivering verified sustained savings to the bottom line. She developed the change management approach and led a multi-business-unit, multi-location reorganization that consolidated operations and eliminated redundancy, producing a 25% decrease in labor across all businesses. Additionally, she led various business projects which identified problems, assessed and initiated changes, and drove the organizational change management to multi-year measurable sustained results.

Industry Expertise

- Information Services
- Financial Technology
- Automotive
- Publishing
- Medical Devices
- Education
- Professional Services

Functional Experience

- Change Management
- Quality Management
- Business Process Optimization/Lean Six Sigma
- Program/Project Management
- Training & Mentoring
- Concept to Delivery
- Strategy & Operations

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SELECTION OF RELEVANT EXPERIENCE

Program/Project Leadership & Management

Pam led a multi-year business process transformation, including the establishment of a key strategic partnership to design, develop and launch the next generation omni-commerce solution for the consumer market, inclusive of all aspects including legal, partner management, cross business development, marketing, sales, and service efforts. Pam led the effort across senior leadership of both companies and drove the delivery to market on time and within budget. This multimillion-dollar opportunity is positioned to take over as the leading offering in the market. She directly supported the SVP of Transformation for Omnichannel, including capital planning and budget management, resource prioritization, and delivery.

Project, Process Improvement & Change Management Leader

Pam managed all product development within a segment of the business. She oversaw 10 project managers and multiple vendors that was allocated a \$14M budget for development investments and a \$60M budget for operating expenses annually. She implemented the first Project Management Office for a business unit in a newly formed matrixed environment. She created a formal process for managing product development and enhanced oversight of capital development projects, allowing products to be brought to market faster and within budgets. She ran the largest process improvement effort in the company's history following the formation of a new company that resulted from combining 4 independent business units into 1. She managed more than 100 subject matter experts from across all functions and business operations to collect, evaluate, analyze, assess, and create best practices and new processes. She headed the team in creating training materials and implementing processes that impacted every employee and developed the foundation for how business would run in every facet of operation.

ERP Implementation and Testing Leader

Pam managed and led a 20-member team and directed the implementations of Oracle ERP, Order Management and Warehouse Management System in the US and Canada. She designed, scripted, and executed all facets of UAT testing. She created and delivered materials and training courses for key stakeholders. She led the onsite cutover user support team and assisted with post go-live solutions.

Call Center and Vendor Management Leader

Pam led the integration of the call center software across multiple locations to support business acquisitions. This resulted in lowering the call-abandoned rate from more than 4% to less than 1% and cut the average speed-of-answer by 15%. Additionally, she evaluated talent, drove vendor partner selections, and created staffing models for offshore development centers. She designed and implemented engagement policies and procedures across multiple business units. She created and implemented workflow processes to manage project portfolios for process optimization.

Technology Expertise

- MS Project & SmartSheet
- Atlassian Suite (Jira & Confluence)
- Clarity
- Rally for Agile development
- CPQ & Salesforce
- MS Office & Visio
- Minitab
- Oracle ERP
- Asana
- HP PPM

Deliverables

- Executive Dashboards
- Project Management Artifacts
- Program Management Strategy & Artifacts
- Business Case Development
- Test Plans & Requirements Matrix
- Process & Journey Mapping
- SOW, RFP, RFI, and addendum contracts
- Operating Model Assessment
- Vendor selection scorecards