

# PALOMA LEONATO, MS, MBA, CSCP, PMP, CLTD

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## MBA, THUNDERBIRD, School of Global Management FINANCE / COSTING / SUPPLY CHAIN / IT SOLUTIONS / LEADERSHIP

Highly skilled Consulting leader, supply chain, finance, and cost management professional. Expert-level in supply chain, financial analysis and costing with proven background in business planning and processes structures saving multiple millions of dollars. Specific areas of expertise include leading complex, IT/business transformation solutions, process assessment and improvement, strategic financial analysis, statistical model building, market research, cost analyses, evaluation of risk, and Financial Planning using statistical models.

- **Master in Advance Data Analytics in process**
- Led complex financial and cost analyses. Financial planning, forecast, analysis and benchmarking, optimization of financial operations and cost control, pricing strategy, product and customer profitability analysis. Requirements gathering, solution selection and IT implementation (ERP/SAP, ORACLE/NetSuite, CRM, SCM, BI/COGNOS, DOMO, TABLEAU, ARIBA).
- Trusted project management leader skilled at driving cross-functional teams to meet project and client objectives. ERP (SAP) transformation projects, application integration and SDLC. Business Intelligence IBM Cognos, Domo, Tableau Power BI. Led communications with Senior Leadership.

### AREAS OF EXPERTISE

**Finance, Costing and IT Expertise:** Strategy, Controlling, OTC, STP, R2R, Product costing, IT infrastructure, S&OP, Benchmarking and Management reporting, GAAP, COSO Model, SOX, cash management and cost improvements, demand enhancements.

**Process Improvement:** Deep understanding of SCOR model, Lean six-sigma DMAIC methodology, costing/forecasting, process mapping, profitability analysis tools, supply chains, operations planning.

**Project Management:** Agile Methodology, Cross-functional team leadership, Six Sigma process improvement, Change management. PMO. ERP, CRM and Supply Chain Systems implementation.

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### PROFESSIONAL SYNOPSIS

Arcosa November 2018-Present

#### **Director Supply Chain, Manufacturing and Engineering solutions**

- Successfully support all supply chain, manufacturing and engineering application during and after the migration from Trinity. Successfully stabilized support of portfolio applications with a brand new supporting team.
- Successfully led several supply chain process improvement projects through different business units in ARCOSA. (ARIBA, OTM, S&OP, EDI, Barcoding among others)
- Led the development of new enhancements and mobile applications to bring efficiencies into the ARCOSA supply chain. Serialized physical inventory and Shipping module mobile applications.
- Led the digital transformation for Arcosa. Led the next generation ERP solution implementation for four business units in ARCOSA. Successfully go live with two new next generation ERP, virtually led technical and functional team. Led the design and successful development of the ERP integration with the corporate financial systems.
- Led the process documentation and worked with internal audit to set controls and mitigation plans. Got consensus with leadership from different Business Units to implement a solution to facilitate SOX compliance, security and audit activities.

Trinity Industries 2017- November 2018

#### **Senior Project Management** Led strategic initiatives for the Supply Chain and Manufacturing group.

- Implement the first mobile solution at Trinity and Arcosa. Reporting production, physical inventory Purchase, transfer and resupply orders receipts.
- Led the successful migration of all supply chain, manufacturing and engineering application from Trinity to Arcosa.

Premier Trailer Leasing 2016-2017

**Senior Director – Project Management** Successfully managed strategic corporate initiatives resulting in major improving in the Order to Cash process. Defined dashboard to monitor processes.

- Led a major implementation of a billing solution. Changed the solution approach and integration with ERP resulting in significant savings on total cost of ownership (TCO) and reduction of invoicing errors. Successfully implemented the solution based on a new project plan on time and budget. Skillfully drove leadership to consensus and set the change management plan to successfully adopt the change internally ( by 33 branches) and externally ( by customers). Defined base line KPI and reporting requirements to monitor and improve the new process.
- Successfully led the implementation of cash app resulting in 30% of labor cost reduction and a significant reduction of "on account" funds. Successfully implemented the electronic billing of key national customers integrating the solution with ARIBA, OB10 and Taulia. Resulting in significant increase of business and reduction of Cash to Cash cycle.
- Managed the development and roll out of a mobile solution to outbound, inbound and automatically create repair work orders for leasing units. Solution resulted in 50% reduction of labor cost.
- Successfully re-engineered the collection solution, resulting in a 15% reduction of past due items. Integrated the solution with the CRM, increasing customer touch point visibility/relations and shortening payment cycles while increasing customer satisfaction.

SCM@RISK, Plano, Texas • 2012- 2016

*IT , Supply Chain and Costing Consulting Services.*

**Supply Chain and Finance Optimization Principal** Local independent consulting services in balancing IT, Supply Chain cost efficiency, optimization and customer service.

- Led major IT/Business efficiency initiatives (Lean Six Sigma) in a fortune 500 company in the Health Care industry. Implemented a new financial control process and effectively managed the first project on budget for the group. Achieved a strong record of success in a dynamic environment. Improved onboarding process by 40%. Led the technical and business team to successfully integrate the solution with the CRM Salesforce. Use Clarity and SAP Project Systems to plan and monitor Cost.
- Leading operation, cost control and improvements initiatives in a leader telecommunication company.
- Successfully developed, implemented, and managed complex projects within time and budgetary constraints. Designed and implemented KPI to monitor continuous improvement initiatives. Using SAP BI. Manage Financial and Cost reporting to leadership.

APICS North Texas • 2007-Present

*Non-Profit Supply Chain education organization*

**President 2012-2014, Platinum Performance Achievement Award., currently member Board of Directors:** Holding a board of director's seat for over 8 years.

- Overseeing and coordinating all aspects of budgeting and financial management.
- Developed and implemented innovative programs and services. Conducted ongoing output and cost-benefit analysis for all programs implemented. Responsible for completing audit fieldwork, which included dealing with accounting staff. Performed due diligence and cost certifications.
- Built and retained exceptional staffs and created excellent work environments. established a volunteer incentive program tied to the group performance indicators.
- Leading organizations and departments through periods of substantial growth and transition.
- Strategic planning and facilitation. Led various strategic planning processes for the local organizations. Well-versed in translating missions and goals into operating plans with clear benchmarks and annual objectives.

INFOSYS, Plano, Texas • 2010- 2012

*Global leader in the "next generation" of IT and consulting company.*

**Supply Chain Management Process Improvement Principal:** Seasoned IT Supply Chain management and costing professional with extensive functional skills in product costing, financial planning, controller organizations, and Supply Chain Management.

- Worked on Business Development activities. Develop Costing Models to price RFP using internal Costing tools. Calculated Total Cost of ownership (TCO) to support IT leadership Decisions.
- Developed detail change management strategy and communication plan, with identification of resources, role and responsibility for a large supply chain transformation project for global leader in the transportation industry. Including the detail organizational impacts and roadmap for change actions. Led process integration team during designed phase for global leader in consumer product industry.

NORTH HIGHLAND, Dallas, Texas • 2006-2009

*International management and technology consulting company.*

**Supply Chain and Finance Sr. Manager:** Direct the development of costing and reporting structure improvements for Fortune 500 SAP environments. Oversee all development strategies to improve the variance analysis and purchasing process.

- Led the full cycle conversion of Fixed Asset capital expenditure and retirement data from FAS tax system and implemented in SAP Fixed asset module. This included configuring SAP depreciation keys, screen layouts, depreciation areas and created tax adjustment transaction types for tax books requirements. Led design development, testing, and cutover plan to move into production. Used Cognos, and Access for reconciliation.
- Delivered \$1M in savings by leading the restructuring of customer/sourcing service processes. Conducted detail expense analysis using Cognos Reporting, Access and Excel for analytics.
- Led Lean six Sigma product costing improvement. Led the SAP designed improvement and training implementation. Decreased direct manufacturing and OH allocations variance over 40% and PPV over 30% by directing the redesign of cost improvement, variance analysis, and purchasing processes.
- Saved over \$15M by spearheading design and launch of a profitability analysis tool that identified and corrected the client's internal product cost control issues. Implemented internal controls for compliance.
- Championed the design of a supply chain assessment application that improved supply chain performance by leading all integration activity. Designed complex reporting and Dashboard metrics with IBM Cognos.
- Received Delivery Excellence award and Local Leader Champion diversity award. Promoted to Sr Mgr. Jan/09.

CAPGEMINI, Dallas, Texas • 2004-2006

*Global consulting, technology, outsourcing and local professional services firm.*

**Supply Chain Management Manager:** Oversaw all strategic forecasting and supply chain management development efforts. Served as supply chain and package solution expert for business development project cycles. Mentored and partnered with team members to achieve project goals.

- Contributed a key role in securing a \$10M+ business deal by working as a supply chain / package solution expertise during new business development projects. Developed Costing Models using excel.
- Saved \$1M annually by designing and implementing a new sales and operations planning process.
- Improved forecasting accuracy to 89%, lowered stock-out 30%, and decreased supply chain costs 2% by developing a forecasting methodology integrating supply chain, merchandising, and suppliers into the forecasting. Defined and implemented key Supply Chain metrics in Cognos to monitor improvement progress. Report project financials and monitor cost models with Clarity and Excel.
- Lowered launch time 10% by coaching and mentoring 10 team members in implementation practices.

JDA/MANUGISTICS, Dallas, Texas • 2000-2004

*Global provider of supply chain management and pricing and revenue optimization software.*

- **Supply Chain Advanced Optimization Project Manager:** Led all client and internal projects. Collaborated with teams to create integrated supply chain management tools to enhance client business operations. Worked with client product management, marketing, distribution, logistics, and supply chain management teams to develop processes that aligned with company business objectives. Partnered with clients teams to design planning forecasts, vendor management inventory, and replenishment procedures. Directed integrated supply chain performance management projects. Developed processes that combined ERP and SCM analytics to create better integrations.
- Reduced inventory/carrying costs and improved sales service levels/inventory turns for clients and improved plant capacity and distribution planning processes among client's multi-tiered network.
- Created balanced scorecards and defined KPIs in Cognos BI to monitor supply chain improvements.
- Delivery Excellence Project and Project of the Year award recipient.

EDS – A. T. KEARNEY, Plano, Texas • 1996-2000

*Global information technology industry provider addressing clients critical business needs with IT solutions.*

**Senior SAP Consultant:** Drove FI / CO team efforts in the design and development processes for SAP technology projects. Oversaw system testing, requirements identification, design specs, and all training / support activity. Managed all cross-functional project team processes. Directed full lifecycle implementations.

- Received certification in SAP FI/CO and ASAP.

**Accounting and Finance Development Leadership Program Member:** Hired into prestigious leadership program to participate in international finance, operations, strategic sourcing, and costing projects. Learned and conducted comprehensive analysis costs structure, focusing on corporate/unit overhead.

- Saved \$6M annually by recommending activity-based costing methods (service level rationalization) to the CIO.
- Graduated with honors from the program.

## EDUCATION

**Master of Business Administration in International Corporate Finance and Management**

Thunderbird School of Global Management, Glendale, Arizona

**Master in Marketing and Business Management in Marketing of Industrial Products**

ESIC, Madrid, Spain

**Master of Science in Power Generation**

Polytechnic University of Madrid, Madrid, Spain

**Bachelor of Science in Engineering**

Polytechnic University of Madrid, Madrid, Spain

## PROFESSIONAL DEVELOPMENT

Master in Advanced Data Analytics – UNT in process

PMI Project Management Institute, PMP. CMA Certified Management Accountant- IMA

APICS Instructor for Supply Chain Management Certification, CSCP and Production and Inventory

Management Certification, CPIM. Certified in Logistics, Transportation and Distribution. CLTD

Statistical Modeling and analysis using Monte Carlo simulation @RISK . RStudio

Big Data and Data Science training at Udacity (Python, Panda)

Search engine Optimization Certification

Expert in all Microsoft product including Access and Visio

Teaching Assistant: Thunderbird School of Global Management

COGNOS certified • ORACLE SQL Certified • MS Word/Excel/PowerPoint/Access/Visio/Project

CSCP Certified Supply Chain Professional – APICS • Project Management • Business Process Design

SAP FI/CO certification (Partner Academy) • Lean Six Sigma Green Belt certified

ASAP certification • JDA/Manugistics • Sterling Commerce • PROSCI Change Management certification

ORACLE Database certification • UNIX SCO certification

## AFFILIATIONS

IMA The Association of Accountants and Financial professionals in Business.

**APICS** Association of Operations Management- Former **President NTX APICS Chapter** – CSCP Instructor

Voluntary Interindustry Commerce Standards Association (VICS) • United States Tennis Association

United States Equestrian Federation Association • Thunderbird School of Global Management Alumni

Association • Dallas Business Club Member