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## EXECUTIVE SUMMARY

An accomplished, high-performance IT Program Manager with over ten (12) years of extensive experience in ERP Implementation, ERP Change Management, IT Project Management, IT Change Management, IT Auditing, excellent in Sarbanes-Oxley Act (SOX). Strong ability to promote team work and develop effective working relationships within matrixed teams. Managed project budgets up to approx. $60M and teams involving more than 60 resources. Knowledgeable in SAP/ERP Integration of Business processes, technical writing and documentation, training and leadership - Excellent written, Verbal and Interpersonal skills

**PROFESSIONAL EXPERIENCE:**

**WC Bradley Company - Atlanta, Georgia ( January 2018 – Present)**

**SAP Program Manager**

#### Currently Working on Global SAP IBP Implementation. Completed the North American Implementation. Major focus on the European IBP Implementation.Worked with the IBP Team to Blueprint all Business Requirements. Managed the 3rd party Vendor implementation of the SAP IBP solution.

* Accountable for managing all SAP Implementation projects or programs within defined time, scope quality, and cost constraints
* Highlight any integration points with other systems (North America Integration with Great Plains and Europe Integration with C5)
* Hosted Weekly Leadership call, Vendor Management call, and Weekly Business Stakeholder meeting.
* Capture planned changes in external systems that may impact IBP implementation and key dependencies on ERP.
* Coordinate and document any current and new functionality via Blueprinting sessions via the Blueprinting Template which assisted in the creation of BRD, ERD and process flows creation.
* Identify "fit-gap" analysis between high level business requirements and business goals against functionality provided by IBP and other SAP software.
* Assist with any POC’s or hands on evaluation of products.
* Lead and Documented Suggested Architecture and IBP solutions.
* Document all meetings and post in Microsoft Teams.
* Help to identify and work through non-standard business processes to ensure customizations are minimized in new platform.
* Access Implementation Partner’s approach and technical feasibility while helping to call out risks.

#### WC Bradley Company - Atlanta, Georgia (August 2017 – January 2018)

#### C4C Project Manager

#### Worked with the C4C Team to Blueprint all Business Requirements. Managed the 3rd party Vendor implementation of the C4C out of the box solution.

* Ensure documentation is in place that captures existing "as-is" business process that the CRM supports. Create documentation where there are gaps.
* Highlight any integration points with other systems. Capture planned changes in external systems that may impact CRM implementation and key dependencies on ERP.
* Coordinate and document any current and new functionality via Blueprinting sessions via the Blueprinting Template that will assist in the creation of BRD, ERD and process flows covering all Use Cases.
* Identify "fit-gap" analysis between high level business requirements and business goals against functionality provided by C4C and other SAP software.
* Assist with any POC’s or hands on evaluation of products.
* Lead and Documented Suggested Architecture and C4C solutions.
* Document all meetings and post on Confluence.
* Help to identify and work through non-standard business processes to ensure customizations are minimized in new platform.
* Access Implementation Partner’s approach and technical feasibility while helping to call out risks.
* Work closely with project and technical resources from customer teams during the pre-sales and post-sales/implementation process.
* Communicate requirements and specifications to a project team, guide the team during the implementation stage, and control and review solution implementation.
* Provide guidance and act as escalation point on decisions pertaining to scope and infrastructure changes required throughout the design and development process.

#### Coca Cola Company- Atlanta, Georgia (June 2015 – August 2017)

#### ERP Consultant/Program Manager

#### Worked with the Executive Leadership Team to execute project deliverables. Ensure communication between the teams is effective so that the teams align. Monitor and track program progress, maintaining project documents, and creating weekly ELT status reports. Organize, manage and control activities of work streams that are large and complex in scope. Monitor activities to ensure high quality results within defined time and budget schedules. Monitor an overall program plan that involves a large number of team members. Ensure work stream work is completed according to time and budget, schedules, and that objectives conform to the project’s overall standards and operations objectives. Manage project teams based on identification of needed expertise and manpower requirements. Manage the activities of project teams through other Project Managers and Work Stream leads.

* Accountable for managing all SAP Implementation projects or programs within defined time, scope quality, and cost constraints
* Provide assistance to the business unit during the opportunity creation phase through the delivery of scoping assessments, resource estimation, project costing, proposal and statement of work generation, and customer and partner project team evaluation
* Provide management support to internal and external rollout projects relating to service initiatives, product and technology releases, methodology rollouts, and cross-industry solution deliveries
* Demonstrate an active interest in identifying further opportunities to add value through the delivery of SAP services, through interaction with clients
* Manage project delivery expectations and relationships with clients, partners, and SAP business units  
  Collect and record project knowledge and experience and seek to actively impart this to other members of the professional services team
* Promote the audit of proposal and statement of work documents to ensure the deliverables are achievable and that all risks are addressed
* Consult with SAP personnel and external clients on implementation strategy
* Oversee partner-led implementations in the capacity of trusted advisor to the partner, client project management team, and project sponsor
* Develop and implement effective and efficient risk management methods across all projects in conjunction with the Risk Manager

#### KPMG - Alpharetta, Georgia (August 2014 - June 2015)

#### CIO Advisory ERP Consultant/KPMG

Staffed entire ERP Organization. Programmed Managed Several SAP Projects. Built WBS based on Workday SuccessFactors WBS Plan. Conducted multiple status calls with Success Factors configuration consultants to ensure scope objectives are being satisfied. Was responsible and accountable for creating SOW's, Project Management Plan, Scope Management Plan, Project Plan, Risk Strategy Plan, Status Card per KPI Indicators for all SAP Projects. Also developed Executive Presentation Decks BI-Weekly status for all SAP Projects. Managed approximately 60 Resources for all **SAP** Projects. Managed off Shore & on Shore technical partners for all deliverables, and budget for project augmentation needs. Was successful in an on time and on budget project delivery.

* Worked as CIO Advisor to interview and staff the entire Global Solutions Delivery Team (SAP and Non-SAP)
* Managed SuccessFactors implementation from Workday
* Configuration and implementation lead of Performance and Goal Management modules
* Configuration and implementation lead of Recruiting 2.0 modules
* Configuration for translation projects across PM/GM/Succession/CDP
* Prepared and maintained business process designs
* Installed and configured payroll modules for replicated data
* Modified Enterprise Structure and company codes
* Designed and developed Kronos interfaces for SAP apps
* Developed and implemented inbound interfaces to external clients
* Created and modified interfaces for SAP cloud payroll
* Assisted in writing of scenario test scripts and interface files
* Conducted training sessions about Payroll business processes
* Created On-Boarding documentation for each Halyard SAP Workstream (PI, HR, OTC, SC, BI and ATR)
* Delivered technical and functional solutions for on-line processing of new hire data within acquisitions. 7 acquisitions totaling 1700 plus employees

#### AutoTrader.com - Atlanta, Georgia (Feb 2014 – Aug 2014)

#### Senior Agile SAP Project Manager

Responsible for overall project management for SAP ECC. 6.0 upgrade project. Review, Analyze project plans, project status, and communicate to sap project teams and senior management. Responsible for hands on senior sap architect work including but not limited to: SAP Basis, SAP Security & SAP Archiving. Reviewed, configured & analyzed sap basis systems performance and provided technical direction on sap early watch reports recommendations. Also reviewed, configured & analyzed sap security for single sign on, single sign on for sap net weaver, communication with Third Party Company and reviewed third party company solution architecture for the sap single sign on solutions. Reviewed, configured & analyzed sap LDAP. Reviewed & analyzed sap archiving for multiple sap technical objects. Also reviewed, configured, analyzed, supported and audited SAP SRM, SAP BI, **SAP** R/3 systems.

* Lead teams across broad technical, financial and business disciplines. Focused teams on business objectives and tracked progress to ensure project milestones were completed on time, on budget and with the desired results.
* Mitigate risk factors through careful analysis of financial and statistical data. Anticipated and managed change effectively in rapidly evolving global business environments.
* Define processes and tools best suited to each project. Moved between agile and waterfall approaches depending on project specifics and client goals, creating detailed project road maps, plans, schedules and work breakdown structures.

#### Coca – Cola Bottling Company - Atlanta, Georgia (Jan 2013-Feb 2014)

#### Coke One SAP Demand Manager/SAP HR Consultant

***Demand Management:*** In-depth knowledge of SAP Demand Management essentials. Steering and co-ordination of cross functional leaders outside functional reporting lines. Uses appropriate tools and techniques to plan, secure resources for, manage, assist, and ensure the progress and ultimate completion of designated projects; effectively manage your time and resources to ensure that work is completed efficiently.

#### *Customer focus:* Establish and maintain an effective partnership between the business and IT through communication and proactive relationship management. Manage the work and relationships to achieve realistic quality outcomes.

* Managing a team of 9 onsite/offshore Managed Services team in the SAP HCM functional area
* Leading solution design and architecture for the following projects:
  + SuccessFactors – WorkForce Analytics – Payroll & Benefits metric pack
  + SuccessFactors - Learning Management Solution
  + SalesForce – Case Management enhancements for HR Service Center
  + Payroll conversion of 6000+ associates
  + Time and Attendance replacement project (Kronos to WorkBrain)
  + HCM and cross-functional integrations into a multi-tenant model of SAP.
* Implemented SuccessFactors Workforce Analytics base metric packs to enable designing and creating reports for HR and Executive leadership.
* BSI TaxFactory Upgrade to 10.0:
  + Successfully upgraded to BSI TF10.0
  + Utilized the new Payroll Tax Data Synchronization tool to update SAP tax tables to the relevant TUB level
  + Post upgrade configuration and parallel testing
* Org Publisher: Implemented the SAP connector to develop Org Charts directly from SAP
* Payroll Optimization: Multiple enhancements, Pre and Post Payroll Audit Reports, Payroll schema changes, 401k changes
* SAP Time and Payroll integration for Salaried Non-Exempt employees to utilize CATS
* Implemented Child Support EFT file process for disbursing Child Support garnishment payments to the SDU's (State Disbursement Agencies) by utilizing SAP functionality through ACH CTX payments.
* Implemented the Garnishments process by utilizing the OCSE's eIWO server and reducing the paper forms
* Pay slip enhancements for US and Canada
* Multiple new interfaces developed – Benefits, Payroll Tax Outsourcing
* New Pay Structure / Band Conversion
* Delivered the Payroll Tax Upgrade (BSI9.0) project successfully
* Guide support team on year-end Support Packs to ensure all the required OSS Notes and BSI TUBS are applied on time.
* Configuration of new company codes
* Payroll Integration for new acquisitions
* Project Gemini: Creation of separate SAP instances for North America and Europe. Complete regression testing of all existing interfaces. Archiving European Master Data.
* Manage the Demand Management process for new capabilities from bottlers for our Client's (SAP) enhancements for both existing Coke One bottlers and new deployments. Define Project scope, goals and deliverables that support business goals in collaboration with Senior Management and business stakeholders for Solution Manager (Charm).
* Responsible for coordination and project management of Our Client's Coke One Demand Management process which includes working with the International bottlers, our Business Process, Development and Deployment teams.
* Drive weekly meetings with Bottlers who are live on the CokeOne+ system to identify new / upcoming demand.
* Responsible for managing cross stream review and estimation process (Process / CoE / Infra / Security other 3rd party vendors).
* Liaising with Business Solution Lead’s (Coke Business Solution Leads) to identify impacts of changes to other live bottlers (invasiveness or non-invasive impacts).
* Drive alignment on timelines / delivery with all parties (including Release Manager).
* Drive teams to demand milestones as appropriate for Releases.
* Ensures readiness / availability of documentation to pass demand tollgates (i.e. be approved into a Release where appropriate).
* Drive SOW sign off with Bottlers and BIG CIO.
* Work with teams to prepare for Change Control Board if Demand is being requested for a locked release.
* Responsible for Issue & risk management and escalation to the appropriate parties.
* Provide weekly status to C Level Executives for Demand Management issues or concerns.
* Coordinate with Portfolio & Bottler Project Demand Manager to ensure no overlap in Demand / conflicting priorities / resource constraints etc.
* Responsible for coordination of cost estimates for new functionality by working with all teams involved.
* Responsible for Capturing Demand and Status Reporting during the planning processes.
* Host all Bottler meetings and internal team meetings.
* Partnered with Group Director to refine the existing Demand Management Process.

#### The Home Depot - Atlanta, Georgia (Dec 2011 – Jan 2013)

#### IT Program Manager

*Accomplishments/Projects:*

*PLP Redesign – 7Milliom*

*API and Real Time Pricing (Agile/Scrum Master)-22Million*

*SAP Price Consolidation- (Agile/Scrum Master) - 15Million*

*Blinds Configurator (Agile/ Scrum Master) - 11 Million*

*Mobile Apps and Mobile Web (IPad, IPhone, Android) – 5Million*

* Define Project scope, goals and deliverables that support business goals in collaboration with senior management and business stakeholders.
* Establishes procedures, schedules, and project plan for overall Project.
* Led team of Project Managers and Developers for new (The Home Depot) Mobile Web experience
* Led Project to develop new mobile App for HDCE for The Home Depot
* Effectively communicate project expectations to project team members and stakeholders.
* Draft Budgets proposals, and recommend subsequent budget change if necessary.
* Manage all facets of technical projects to ensure deliverables are met within schedule, budget, and quality goals.
* Manage pre-production environments in support of development and testing. (Release level milestones, source control management, test data requirements)
* Coordinate and direct all offshore resources during the entire lifecycle of the project.
* Create SOW for all Contractors and Off-Shore resources.
* Create Executive Summaries and Status Decks for Senior Leadership.
* Liaison with IT Business Partners to ensure full understanding of data flow, data integrity and system security.
* Build, develop, and grow any business relationships vital to the success of the project.
* Currently developing best practices and tools for project execution.

**T-Mobile - Atlanta, Georgia (Feb 2011– Dec 2011)**

**Enterprise Project Manager**

Project Manager (project based) across multiple platforms: Amdocs Samson CSM Platform, T-Mobile.com, Ascentium Flash Tool, MyTMO.com, Billing, Ebill, Usage, POS (Point of Sale) Systems/Retail, Middleware Applications (Erickson EPSI platform), and Database Validation using Toad, Web sphere Commerce, UML, HP Quality Center, Remedy

* Lead key audit processes, cultivating trust among IT and business staff as go to resource for audit questions and recommending testing alternatives to uncover areas of vulnerability
* Designed and performed IT general controls testing for Sarbanes-Oxley 404 compliance
* Designed Change Control Process for all SAP changes and SAP Security and Value Stream Mapping.
* Envision, lead the development, and subsequent launch of customized e-commerce solutions for myTmobile.com and T-Mobile.
* Manage Off-shore resources to ensure testing efforts are completed in a timely manner.
* Defect Management for all resources both on and offshore of over 1000 enterprise defects.
* Host Defect Management calls enterprise to resolve all defects before Release Schedule.
* Write Test Plans for Functional, Integration and Regression Testing using HP Quality Center
* Create Test Schedule, level of effort and resource budget for project testing effort
* Work with testing resources to verify and review testing coverage of project planned functionality
* Direct entire testing effort from requirement inception to deployment into production
* Provide daily status reports for defects and testing progression to upper management
* Broker relationships with Project Management and Development to help keep project progression on track
* Converted business requirements into test requirements
* Managed 30 onshore and offshore resources

**AT&T - Atlanta, Georgia (Oct 2010 – Feb 2011)**

**Project Manager – *RTP and IPAG Programs*** *(Agile/Scrum Master)*

Creates/modifies Test Plan documentation including Detailed Test Conditions, Test Cycles/Sub-cycles, Test Scripts, Data Paths, and Expected Results for System, Creates/modifies Test Plan documentation including System Integration testing, Certification testing, and other testing including Load Testing, Coordinates with application team concerning current release issues and potential solutions that impact schedule and testing status, Coordinates efforts to ensure that all appropriate patches have been applied before a release moves to production

**Accomplishments:**

* Assists and coordinates in development, updates and maintenance of testing standards, procedures and documentation
* Ensures accurate defect tracking, escalation, and reporting by assisting in resolution of defects, trouble tickets, and testing issues appropriately for timely resolution and re-testing
* Maintains responsibility for delivery of verified production-ready applications to AT&T
* Performs testing discovery, identifies entry and exit criteria, and conducts internal testing.
* Assists with system reviews during feasibility, design, programming, testing, and conversion phases
* Determined risks during review and analysis of System Development Life Cycle (SDLC).

**T-Mobile - Atlanta, Georgia (May 2007 – Sept 2010)**

**Enterprise Project Manager**

Test Manager (project based) across multiple platforms: Amdocs Samson CSM Platform, T-Mobile.com, Ascentium Flash Tool, MyTMO.com, Billing, Ebill, Usage, POS (Point of Sale) Systems/Retail, Middleware Applications (Erickson EPSI platform), and Database Validation using Toad, Websphere Commerce, UML

**Accomplishments:**

* Lead large technical development teams through application development and e-commerce project lifecycle using Web sphere Commerce.
* Review and approve all Change Requests to ensure project is properly tested in the QAT test environment.
* Performed SAP and legacy system reviews to ensure business objectives are met.
* Participated in SAP Transaction Code testing to improve user management, authentication management, authorization management, access management, and provisioning capabilities.
* Envision, lead the development, and subsequent launch of customized e-commerce solutions for myTmobile.com and T-Mobile.
* Manage 10 On-shore and 30 Off-shore resources to ensure testing efforts are completed in a timely manner.
* Defect Management for all resources both on and offshore of over 1000 enterprise defects.
* Host Defect Management calls enterprise to resolve all defects before Release Schedule.
* Write Test Plans for Functional, Integration and Regression Testing using HP Quality Center
* Create Test Schedule, level of effort and resource budget for project testing effort
* Work with testing resources to verify and review testing coverage of project planned functionality
* Direct entire testing effort from requirement inception to deployment into production
* Provide daily status reports for defects and testing progression to upper management
* Broker relationships with Project Management and Development to help keep project progression on track
* Converted business requirements into test requirements

**Sprint-Nextel - Atlanta, Georgia (April2005 – May 2007)**

#### IT Program/Project Manager

Design, plan, and monitor performance of the Sprint Enterprise Network. Test capacity and performance of Software in both the UAT and Production environment. Manage Enterprise wide Defects across multiple teams. Recommend capacity and performance upgrades based on the performance of the Software in the environment. Provide comprehensive network assessment, detailed system requirements for all major software releases. Plan, manage, and control implementation of major Releases and Builds for business components based on current network infrastructure.

**Major Projects:**

Manage technical production operations of business critical web-based CRM billing applications (sView Clarify CRM) for RDBMS and Oracle instances – SOX compliance required. Managed successful deployments of 15 Care Call Centers providing technical support, wireless web support and executive escalations support. Hosted an onsite war room in Seattle, Washington, 5 Satellite War Rooms in US and a Main Production War Room out of Duluth, Georgia to handle production fallout issues.

* Unified Billing Platform (UBP) Sprint/Nextel (Release 1 – Current)
* Develop Project Plan and Support Model for two OC12 Data Center implementations
* Monitored the Nextel XVN network to determine Capacity and Performance Issues
* Design, review, and implement the pre-implementation test plan
* Design, test, and execute the verification plan
* Design, test, and execute the back-out plan
* Resolve problems during implementation
* Create and Update all appropriate documentation as required
* Lead SOX readiness audit for all call center deployment
* Citrix Farm Upgrade/ Migration for 3,000 User Accounts to one Single Domain
* Major Network Redesign for Vendor Datacenter
* Designed and Implemented Process for Cycle 0 Testing across all Ensemble Platforms
* Trained and managed 30 offshore resources on HP OpenView and Vendor Management Change Process
* Performed legacy system reviews to ensure business objectives are met.
* Developed audit planning, study, evaluation, and testing of controls.
* Determined risks during review and analysis of System Development Life Cycle (SDLC)
* Monitor and Maintain platform stability of all applications and data (hardware, software, network, etc.)
* Develop and Implement all processes to stabilize the Enterprise Network.
* Reduce the risk of outages / downtime and any subsequent impact to SLAs.

**Internap Network Services - Atlanta, Georgia (Jan2003 –April2005)**

#### Install Engineer

Configured Networks to use Internaps routing policies to communicate with the Internet. Monitored major backbone performance to determine the best route for data to follow. Help determine business objectives and align needs with solutions. Monitor interface for state changes and proactively notify customer of any outages.

Accelerate changes and return on investment in network optimization. Monitor all of the connections leading from customer network to the end destination to provide the most appropriate pathway in real-time. Establish, maintain, and communicate Operations processes and procedures. Deploy new business lines to large customer audiences. Effectively manage multiple projects simultaneously. Communicate Internap’s products and services across all organizations.

**Accomplishments:**

* Assist product management in establishing standard Business Models to support the Network Infrastructure.
* Ability to directly contribute to meeting project deliverables and company goals and objectives regardless of title, position or project scope.
* Managed all Vendor Accounts to ensure Networking SLA agreements were met as well as SOX Compliant. (Equifax, Disney, Bellsouth, Sprint)

#### Senior Manager Desktop Computing and Engineering (Sept 2002 – Jan 2003)

#### Manage Desktop Support resources (hardware and software), focusing on establishing and supporting Service Level Agreements. Working with the IT Management team to establish and maintain partnerships to provide cost effective outsourced support.

#### Accomplishments:

* Interface with various departments and individual customers within Internap to insure the Desktop Support staff is meeting and exceeding customer and corporate expectations
* Develop a Service Level Agreement for Desktop Support for 350 users in the Corporate Headquarters and Internap’s remote Sales offices
* Provide Desktop and Engineering Support for 350 users in the Corporate Headquarters and Internap’s remote Sales offices
* Develop and maintain Desktop Support coverage schedules to insure availability during hours of operation

**EDUCATION**

Microsoft Certified Professional (MCP+2), 1999

University of Virginia, Charlottesville, Virginia, August 1992 - May 1994

Hampton University, Hampton, Virginia, August 1989 - May 1991