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MANAGEMENT PROFESSIONAL

Project Management • Operations • Accounting Management • Budgeting • Risk Analysis • Cost Reduction • Process Improvement • Best Practices • Quality Assurance • Reporting • Compliance • New Business Development • Sales • Contract Negotiation • M&A • Market Expansion

Self-driven, successful leader with an exceptional track record of success boosting corporate revenues and profitability, lowering costs, and leveraging leading-edge tools and methodologies to help companies achieve desired business outcomes. Articulate and persuasive; inspire trust and confidence, present complex concepts to audiences to the C level, and identify and develop strategies and tactics to meet deadlines and budget guidelines. A proven manager, trainer, and thought leader.

CAREER TRACK

FMC TECHNOLOGIES INTERNATIONAL
PROJECT MANAGER III

Houston, Texas
2014 - Present

Drive growth through rigorous project management of both Subsea Distribution and Topsides Controls deliverables for FMC's international subsea EPC projects in Africa and the GoM. Responsible to ensure project execution plans are in place to deliver results in line with business expectations and for establishing project management standards and driving accountability and adherence to timelines and milestone delivery.

- ▶ Manage multiple projects typically greater than \$250MM.
- ▶ Develop front-end project scopes, execution plans, estimates, and schedules to be used for project go/no-go decisions and submit project for approval.
- ▶ Coordinates and manages capital projects in accordance with Company policies and procedures
- ▶ Manage project scope and monitor project costs and schedule to ensure that the project meets the approved budget and schedule in accordance with specified objectives.
- ▶ Analyze and manage project risks minimizing financial and schedule exposure.
- ▶ Work closely with Commercial, Operations, Technical Services, and Strategic Sourcing while directing third party contractors to safely conduct projects.
- ▶ Current projects include Chevron Agbami Phase III, Shell Bonga Northwest Phase III, and Shell Open Water Intervention Riser System (OWIRS).
- ▶ Successfully developed a complimentary CDM support team and Subsea Control Module (SCM) lab in FMC's Onne, Nigeria plant.
- ▶ Successfully managed the identification, planning, and execution of a comprehensive preservation, storage, and maintenance program for all CDM equipment requiring long term storage and mobilization in Nigeria.

PROJECT MANAGER

2010 - 2014

Assignments included managing projects in the Technology and Well Completion Systems (Subsea Trees), Seal Technology, and Subsea Drilling System Product Line groups involved in researching, developing, and refining current and future oil and gas equipment for subsea and surface production systems.

Drove growth through rigorous project management of R&D and product development programs across all FMC Business Units and product line teams. Responsible to ensure project execution plans were in place to deliver results in line with business expectations and for establishing project management standards and driving accountability and adherence to timelines and milestone delivery.

- ▶ Successfully developed a project management office for integration into FMC's research and development (R&D) organization through a combination of training, organizational structures, and the application of project management techniques blended to match research projects and fundamental cultural assumptions. Organizational initiatives included implementing a project office, a project management methodology, and project management software, integrating project management into key company processes, training staff in project management tools and techniques, and deploying a development program for project staff.
- ▶ Implemented formal risk management oversight practices as proposed new technologies were integrated into the pre-existing core product line groups. R&D management knowledge transfer was effective for improving the success probability of R&D projects because success or failure of these projects largely depended on quality of management rather than quality of technology.
- ▶ Successfully developed a complimentary seal technology team in FMC's Hyderabad, India office with the objective of both creating the capacity for the core seal technology group to focus on innovative R&D efforts while building a proficient asset in India to support the growing Indian O&G market and executing low risk sales order driven product development qualification efforts. Traveled to India to implement, train, and install project management and operations model to ensure seamless collaboration with global product lines seeking engineering and qualification completions in India. Identified, audited, and implemented local Indian supply chain capable of delivering prototype fixtures for qualification testing inside India.
- ▶ Successfully managed the identification, planning, and execution of all metallic and non-metallic seals requiring re-qualification to meet new API 17D Rev 2 standards. The effort required interface with all FMC subsea and surface product lines. The qualification of all candidate seals was performed in varied FMC global testing labs including Houston, Singapore, and India requiring in depth planning and logistical challenges.
- ▶ Oversaw and managed capital appropriated for a project to ensure funding for the projects goals were obtained, spent and closed in accordance with the project plan.
- ▶ Responsible for job costing, resource tracking, resource capacity planning and measuring resource effectiveness by developing criteria against which to prioritize all R&D projects based on impact to corporate strategy and customers.
- ▶ Led meetings to review project plans and facilitate project completion.
- ▶ Worked with R&D Platform Leaders to build effective cross-functional teams.
- ▶ Prepared project summary reports and communicated project status to all stakeholders.
- ▶ Interfaced with all departments to facilitate timely completion of projects.
- ▶ Maintained an accurate and up to date project schedule that was readily accessible to management and all team members.
- ▶ Maintained resource management including engineers and design-drafters within Global Seal Technology group.

DOMARA OIL AND GAS

Houston, Texas/Iraq

VICE PRESIDENT INTERNATIONAL BUSINESS DEVELOPMENT

2010 - 2014

Domara leveraged performance by integrating a strategic portfolio of formalized alliances with leading U.S. and international companies. These global partnerships, teamed with our established local Iraqi presence, provided clients with a significant business advantage ensuring project success and significant risk and cost reduction in the Iraqi oil and gas market.

Undertaken concurrently whilst employed.

Launched a company to capture opportunities in the burgeoning Iraqi oil and gas market.

- ▶ I identified U.S. and international companies with little or no installed base in Iraq as prospective alliance partners (short and long term) based on business needs.

- ▶ Created value proposition and called at all levels including senior levels of target organizations to propose alliance partnership with Domara in a market where most companies had not even considered entering.
- ▶ Negotiated all contractual terms with alliance partners and explained the legal and regulatory requirements for doing business there, including the entry and exit procedures, tax laws, and dealing with the numerous ministries.
- ▶ Established alliance partnerships with ENGGlobal and Carollo Engineers.
- ▶ Upon formalized alliances created marketing material and all documentation required for prequalification with U.S. and international operators and Iraqi Ministries present in Iraq.
- ▶ Continuously identified new sales opportunities and focused on providing consultative support by building value propositions for solutions into the account. Managed and built customer contacts, serving as Domara's ambassador in the market place. Focal point for relationship strategies, account and sales plans, proposal strategies, and contract negotiations.
- ▶ Prequalified with Shell, BP, Lukoil, ENI, and Petrofac.
- ▶ Won bids for various FEED studies with ENI, Ministry of Water, and the Ministry of Oil.

HONEYWELL INTERNATIONAL
SENIOR PROJECT CONTROLS

Houston, Texas
 2008 - 2010

Assignments included multiple oil and gas, petrochemical, and construction projects carrying combined revenue of over \$60 Million.

Accountable to administer and coordinate operational aspects of ongoing projects by monitoring project progress for problem solving interventions using project cost control functions involving project managers, customers, and vendors.

- ▶ Understand contractual requirements to rapidly respond to project scope and other changes, as well as frequent / periodic monitoring of cost and schedule variances and trends, implementation of effective safety and quality assurance plans, and also flexibility in the application of resources.
- ▶ Quantify devised recovery plan impacts, periodically verify assumptions, and assess cause-and-effect to alleviate project risks and issues.
- ▶ Attend project kick-off meetings to acquire intimate knowledge of commercial aspects of the project, including knowledge of contract terms and conditions, proposals, master service/level agreement, etc. and present preliminary vehicle.
- ▶ Weekly update EV, CPI and SPI, tiered schedules that are resource and cost loaded using Primavera 3.1 - 6.0 and MS Project.
- ▶ Report cost and schedule tasks' burn rate, diagnose cost overruns and under-runs, deter or eliminate cost over-run hemorrhage by investigating actual to date, schedule and cost variance, timecards, third party invoicing, factory charges, etc.
- ▶ Articulate monthly status reports which contain program and project cost and invoice forecasting for multiple projects, period performance, budgets, EV, CPI, and SPI.
- ▶ Support quarterly cash and finance initiative goals that are aligned with management goals.
- ▶ Daily interaction with program management, project management, finance, customers, vendors, contract management, engineering, accounts payable, accounts receivable, and construction personnel is integral to PCO position.
- ▶ Coauthored standardized Project Control Plan submitted with PEP in bid for substantial Middle Eastern Greenfield Petrochemical facility project. Developed standard DCI currently being utilized by the complete Americas Pole Region. Developed and implemented A/R process which has resulted in reaching and surpassing Americas Pole past due percentage goal of 18%. Developed Project Dashboard used in Americas Pole project and gate reviews.

SENIOR FINANCIAL ANALYST

2006 - 2008

Key team member providing financial leadership for sales activities in the \$200 Million South Region and Trinidad.

Developed and provided key business metrics, indicators, and financial interpretations. Prepared, managed, and reported sales expense line forecast and any capital expenditures associated with these functions including the coordination and preparation of budget to actual variance reviews.

- ▶ Opportunity tracking and reporting, assisted with establishment of sales quotas and orders targets, and analysis of sales performance for the region.
- ▶ Assisted with Balance Sheet reviews, cash calls and billings, cost tracking, master data issues, and G&A reviews.
- ▶ Influenced the achievement of sales targets and business volumes required to deliver the region's Annual Operating Plan (AOP) and STRAP.
- ▶ Prepared ad-hoc financial analysis for Regional Finance Manager and Regional Sales Director.
- ▶ Involved in monthly/year end closing and account reconciliations.
- ▶ Developed south region dashboard used to report monthly and quarterly financials to Honeywell Corporate level. Implemented standardized reporting process used by South Region Sales to report current and forecasted sales to management.

AT&T

Houston, Texas

ACCOUNT RESOURCE MANAGER

2000 - 2006

Primary resource providing expertise in negotiating, financial impact analysis of complex custom agreements, contracting, and offered development for AT&T's top 300 business customers.

Performed financial analysis/management pertaining to sales, legal negotiation, and custom offer. Executed cost benefit analysis on proposed sales contracts, determined profit margins and provided guidance and consulting on business advantage/disadvantage of proceeding with contracts. Performed extensive research and analysis of industries, potential partners and competitors and communicated findings and recommendations to senior management.

- ▶ Project managed diverse teams, coordinated contact development and presented AT&T's offer to Customer Executives and legal counsel.
- ▶ Carried out qualitative and quantitative analyses on key drivers of industry/product financial performance; industry/product viability, attractiveness and profitability; market and consumer trends.
- ▶ Managed team of inside sales and project administrators with largest networking project in AT&T south region office. The project was to upgrade all of Bank of America's existing network including bank locations and ATMs.

SCOTTISH DEVELOPMENT INTERNATIONAL

Houston, Texas / Glasgow, Scotland

MANAGING CONSULTANT, INWARD INVESTMENT, GULF COAST REGION

1998 - 2000

Scottish Development International 100% government funded and jointly operated by the Scottish Executive and Scottish Enterprise. Headquartered in Glasgow, Scottish Enterprise is the main economic development agency for Scotland.

Worked alongside colleagues in the UK's development agencies, sector experts in government departments and British Embassies, High Commissions and Consulates around the world. Personally advised US companies in a number of key areas including training programs, staff recruitment and retention, advised on financial incentives including the utilization of subsidies, advice on site issues, and advice on regulatory issues.

- ▶ Saved valuable management time, effort, and costs by authorizing customized packages including details of locations, contracts with key private and public sector companies, employee costs and

skills, tax issues including capital allowances, enterprise free zones, loan relationships, treaty claims, funding, transfer pricing, and the arrangement of site visits.

LEARNING CREDENTIALS

MBA – FINANCE	2005
BACHELOR OF ARTS	1998
University of St. Thomas	Houston, Texas

CERTIFICATES & LICENSES

Metier Academy Project Management Certification
Project Management Professional (PMP)
Six Sigma Green Belt Certified

COMPUTER COMPETENCIES

Oracle ERP Systems • SAP ERP Systems • Primavera 3.0/6.0 • Project • Microsoft Office

ORGANIZATIONS & ASSOCIATIONS

Project Management Institute • Institute of Management Accountants (IMA)

REFERENCES AND FURTHER DATA PROVIDED UPON
ESTABLISHMENT OF MUTUAL INTEREST