

# ROBERT HEATLEY – Product and Program Manager

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## SUMMARY

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Dynamic servant leader with proven record building and inspiring high-performance teams that drive world-class process, product, and service experiences. Over two decades of adoption-first, cross-functional, and transformative results balancing the Voice of the Customer with operational and financial expectations. Adept at using a data first approach to cultivating simplified solutions to complex challenges and communicating both strategically and tactically.

## EXPERIENCE

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### BAKER HUGHES

#### Program Manager – Strategic Digital Investments

06/2022 to 03/2023

**Directed 150-person team building Leucipa™, a platform of production optimizers leveraging physics and machine learning based models to create insight driven equipment automation.**

- Drove planning, resource allocation, risk & governance, and day-to-day project team reporting rhythms.
- Built financial operating model, revenue projections, budget accountability, and actuals reporting process.
- Implemented Agile framework across product and commercial teams balanced with corporate controls.
- Coordinated design and execution of marketing/public relations launch creating a \$35MM pipeline.
- Negotiated contracts and served as Alliance Lead for Partner Network managing a \$16M AWS investment.
- Cultivated network of sponsors, partners, and investors to support broader Corporate digital rebranding.

#### Product Manager – Digital Transformation & Change Management

10/2018 to 06/2022

**Built four digital platforms from ideation and discovery to launch and change management impacting ~120k users across over 100 countries yielding a combined \$84MM in enabled annual recurring revenue.**

- Created Must Move Inventory analytics program generating up to \$25MM margin/reserves release/qtr.
- Designed ready-to-sell/go-to-market campaign for the LIFESPAN™ creating a \$6MM launch pipeline.
- Delivered Field Data Capture, an IoT edge service application reducing \$24MM in non-productive time.
- Directed development for the Price Machine optimizer yielding 5% margin growth across 2,500 SKUs.
- Executed Salesforce commercial excellence campaign using analytics and incentives to drive sales.

### THE PENNYBACKER COMPANY

#### Technical Product Manager – Operational Excellence

06/2014 to 10/2018

**Led company-wide rebranding and modernization transforming all customer and employee facing tools, processes, and products to boost engagement, automation, and capacity.**

- Performed full service, outsourced accounting, controllership, and advisory for \$40MM ARR Client portfolio.
- Transformed portfolio evaluation process and executed consolidation plan contributing to 16% CAGR.
- Championed analytics program driving unit economics of client operations to optimize financial results.
- Optimized infrastructure and applications stack eliminating manual tasks and improving cycle times.

## EXPERIENCE

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### GENERAL ELECTRIC

#### **Global Director – Technology Acquisitions & Integrations**

02/2014 to 06/2014

**Created team to perform full cycle transformations, acquisitions, and divestitures; from entry to exit, managing implications across all organizational and process dimensions.**

- Captained due diligence teams for multiple deals including \$600MM sale of Wayne Systems.
- Owned \$208MM Oil & Gas IT capex/opex process driving planning, prioritization, and budget approval.
- Drove enterprise initiatives including security, cloud migration, and Centers of Excellence consolidation.
- Directed 75-person post graduate leadership development program across \$75MM in R&D projects.
- Served as Director, Secretary, and Ally for General Electric's Global LGBTQ+ employee affinity group.

#### **Director – Information Management Finance, Legal & Human Resources**

03/2012 to 02/2014

**Champion for post-acquisition, \$100MM Winning in Subsea initiative leading teams in Europe, South America, and West Africa to open markets, transform operations, and integrate multiple acquisitions.**

- Directed application, infrastructure, and process transformation for \$500MM Angolan joint venture.
- Led cross-functional teams for systems integration and risk mitigation of \$1.3BN Wellstream acquisition.
- Accountable for \$25MM opex/\$34MM capex budget including project prioritization and accountability.
- Implemented risk and governance program for \$60MM enterprise Oracle/SAP ERP implementations.

#### **Senior Associate – Corporate Audit Staff**

01/2010 to 03/2012

**Executed SOX 404 financial audits, systems implementations, and operational process transformations using risk-based priorities defined by the GE Board of Directors Audit Committee.**

- Managed inventory cycle for mapping, classification, and remediation of 700K highly privileged accounts.
- Served as SME for \$100MM debt & derivatives implementation including instrument valuation A/B testing.
- Performed QA, data conversion, and GAAP validations for complex Oracle manufacturing implementation.
- Responsible for audit deliverables validating 2010 10-K debt balances and management statements.
- Contributor to highly confidential reviews including officer expenses and Congressional testimony prep.

#### **Enterprise Project Manager – Healthcare IT 2007-2010**

**Ensured stakeholder expectations were exceeded from pre-sale to first use of non-invasive cardiology, anesthesia, and wireless telemetry solutions focused on hospitals with 100-bed and under capacity.**

- Responsible for up to 25 simultaneous clinical information systems implementations valued up to \$30MM.
- Directed up to 45 resources executing variable project requirements including software customizations.
- Facilitated FDA compliance by developing internal project controls, accountability metrics, and analytics.

## EDUCATION

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**Master of Business Administration** – St. Edwards University, Finance & Entrepreneurship, 2004

Certificate – Acton School of Business, Entrepreneurial Excellence, 2003

**Bachelor of Arts** – University of Texas at Austin, Government & Economics, 2000

Certificate – University of Oxford, Exeter College, History, Politics & Society, 1999