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## DIRECTOR OF BUSINESS TECHNOLOGY DESIGNING & DELIVERING ORGANIZATION SOLUTIONS

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**Visionary IT Executive and Senior Business Strategist** with extensive experience spanning not-for-profit and for-profit organizations. Renowned for conceptualizing and delivering innovative strategies that align with the organization's vision, mission, and goals.

**Passionate leader** with ability to recruit, develop, train, and motivate top-performing technology teams in mid- and large-sized matrixed organizations.

Combining both a designer and a fixer mindset, I enjoy the challenge of leading continuous improvement and establishing technology systems, processes, and best practices.

### ◀ CORE TECHNOLOGY COMPETENCIES ▶

- IT Strategy & Execution
- Enterprise Architecture
- P&L Management
- Budget Development & Management
- Team Development & Training
- PMO Formation
- Project Management
- Data Center Management
- Application Development & Implementation (ERP, MRP, CRM, SAP, QAD, Salesforce, Oracle)
- Mobile & Cloud Technologies
- Web Development & Support
- Vendor Management / IT Outsourcing
- Network Administration
- Risk Management
- IT Data Privacy/Security

### ◀ TECHNOLOGY LEADERSHIP SYNOPSIS ▶

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#### **DAKelling, Inc.**

*Intermittently* 2008-Present

#### **Business Leader | IT Executive | Systems Designer & Implementation Leader**

Create innovative long-term technology solutions and direct large-scale highly complex initiatives and projects for industry leading not-for-profit organizations and corporations. Manage all aspects of development and implementation. Manage project budgets of up to \$10M. Lead teams of up to 35.

#### **Project Highlights:**

- **Pax Christi Catholic Church:** Established and led technology group focused on upgrading infrastructure to support >25 staff. **Negotiated \$15K savings in new equipment purchases** enabling organization to improve technology on limited budget.
- **Shaw/SuperValue/Albertsons** (Retail Grocery): Wrote labor management, dashboard, and productivity software resulting in **15% improvement in selection of product shipped to stores** and **5% decrease in faulty product launches**.
- **Magnet 360** (Salesforce Gold Partner): Recommended replacement of CRM system with Salesforce.com **saving company \$50K for client**. Advised staff during implementation of sales cloud saving the company Code 42 search fees and allowing on-time implementation of Salesforce.com.
- **GWG Financial** (Financial Services): Assisted in implementation of salesforce.com sales cloud, communities, and writing of necessary integrations to replace accounting package **saving GWG \$300K** in outside consulting fees.
- **Silver Bay Management** (Real Estate): Created proof of concept for online and mobile sales tool and accounting report tool for rental/sales agents **enabling rentals to increase by 5%**.
- **Schwan's** (Food Manufacturing/Grocery Delivery Service): **Identified and eliminated \$500K expense** in SAP Receipt module.

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#### **Vision Ease Lens, Ramsey, MN**

2012-2014

*\$200M advanced provider of quality ophthalmic lenses with 3 plants in the U.S., Thailand, and Indonesia employing >1K employees worldwide.*

#### **PMO Officer | IT Project Manager**

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**Vision Ease Lens**, Ramsey, MN

2012-2014

Recruited to direct launch of Corporate Project Management Office (PMO). Managed \$30M budget and led team of 6 direct reports.

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**Created PMO and recruited supporting staff that improved on-time delivery by 10%.**

- **Established a Corporate Steering Committee** and provided advanced training for U.S. plant managers and supervisors.
- **Saved \$15M in potential revenue loss** by developing and implementing a unique real-time dashboard (BrightWorks' pmPoint) that tracked the status of 85 projects worldwide.
- **Created a Project Manager Development Program** for emerging project managers and department personnel to support development of a highly effective team.

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**West Liberty Foods, LLC**, Iowa City, IA

2010-2012

*\$650M, Cooperative-owned U.S. meat processing company with ~2K employees. Ranked 12<sup>th</sup> largest in U.S. Primary supplier of turkey products and materials to Subway.*

**IT Manager | IT Project Manager | IT Application Manager**

Recruited to lead IT operations, strategy design, application development, infrastructure, and project management initiatives for 3 data centers. Managed \$2.5M budget and led team of 9 IT direct reports aka as the Elite Strike Force.

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**Contributed to CEO's mission to build leading edge technology systems and processes to outperform the industry leaders and position company for strong and sustainable growth.**

- **Reduced time to market by 25%** by integrating Product Lifecycle Management application that leveraged Salesforce.com CRM, QAD, ERP, Mobile, and Cloud services.
- **Eliminated 30K hours of safety related worker downtime** through design and development of a Salesforce.com Behavioral-Based Safety Application that cut avoidable safety incidents.
- **Bolstered system availability to >99% while slashing hardware acquisition, licensing, maintenance, and cooling cost by >50%**. Implemented first of its kind SLAs and ITL service foundations.
- Spearheaded contract negotiations that **captured 15% annual maintenance cost savings for SaaS-based Salesforce.com platform**.
- **Negotiated 48% reduction in average user price** following analysis and selection of cloud-based (SaaS) Applicant Tracking System (ATS).
- **Gained 10% savings of product spoilage** through implementation of QAD Enterprise Resource Planning (ERP) for Material Requirements Planning (MRP).
- **Drove improved customer satisfaction, development times, and deliverable fulfillment** by instituting iterative development practices using Agile and Scrum SDLS methodologies.
- **Instituted \$350K network infrastructure overhaul** that included Unified Computing System deployment.
- **Identified and negotiated unprecedented deal to build a disaster recovery site at ¼ of cost.**

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**Stein Industries, Inc.**, Brooklyn Park, MN

2007-2008

*\$60M diversified manufacturing company active in grocery, retail, electronics, and 3<sup>rd</sup> party logistics operating in the U.S. and Asia.*

**IT Manager | IT Operations Manager | IT Application Manager**

Recruited to lead Information Services for perishable shelving/display hardware for supermarket operations. Managed \$1.25M budget and led a team of 9 direct reports. Managed ERP for discreet, foreign, and hybrid operations.

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**Delivered improved lead times and fulfillment cycle times and reduced on-hand inventories by >10%.**

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**Stein Industries, Inc.**, Brooklyn Park, MN 2007-2008

- **\$Re-deployed existing QAD ERP platform** so that it aligned with existing business processes.
- **Led implementation of EDI processes** with a 10 savings on time to order and payment.
- **Led on time, under \$250K budget completion of B2B website** overhaul using Content Management System (CMS) solution to improve workflows.

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**Robocom Systems | Radcliffe Systems | Erickson Consulting**, Minneapolis, MN 1995-2007

*Robocom Systems is a supply chain management software solutions company whose products include warehouse management systems, transportation management solutions, voice technology and labor management systems.*

**OVERVIEW:** *Robocom Systems acquired Radcliffe Systems, a software development and consulting company in 2005. Radcliffe Systems acquired Erickson Consulting, a consulting & software development company which I co-founded in 2003.*

**Director Applications Development – Engineered Labor Systems (2005-2007)**

Planned and managed project budgets of up to \$10M. Led teams of up to 25 in remote locations in all facets of architecture design, development, testing, and project management for supply chain solutions and ERP package implementations (Epicor, QAD, SAP, JD Edwards, Oracle, Manhattan, and Red Prairie).

- **Delivered \$3M in annual customer savings and increased advanced software sales from \$250K to \$750K within 6 months** by creating real-time dashboard with distribution facility KPIs.

**Software Engineering & Development Director (Radcliffe Systems) (2003-2005)**

Co-led company following acquisition by Radcliffe Systems who specialized in supply chain systems design.

- **Drove \$10M (20%) decrease in finished goods inventory and increased delivery to customer request from 54% to 77%** by developing a software program to analyze and set production rates and create replenishment orders.

**CIO & Vice President (Erickson Consulting) (1995-2003)**

Co-founded consulting and software development company. Personally executed most company functions for 8 years. Planned and managed budgets up to \$500K. Led team of 5. Built business primarily via word-of-mouth.

- **Grew Erickson to \$4.1M in revenue with 30 accounts including several Fortune 100s.**
- **Drove profit per sale to 25%** by negotiating effective VAR agreement with Progress Software.
- **Produced >\$3M in annual savings** for customers by creating a product for the development of a transportation standards package which ran flawlessly 24x7x365 for 20 years.
- **Positioned and executed sale of company to Radcliffe Systems** by:
  - Improving service levels through establishment of 24x7x365 world-class support department.
  - Saving >\$800K and enabling 2-hour/day work reduction for problem management teams.

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**Gagnon & Associates**, Minnetonka, MN 1990-1995

*\$6M consulting firm specializing in distribution engineering, warehousing, and productivity.*

**Director of Computer Development / Integration Manager**

Held full P&L responsibility for \$750K software product budget. Recruited, trained, and led a team of 9 supporting up to 200 clients.

- **Within 18 months, overhauled and augmented Gagnon's stand-alone product into a portfolio of products and grew their customer base from 5 to 200.**
- Overseeing software development projects for engineering clients, **generated \$1.4M in sales from maintenance fees and secondary engineering work.**
- Project managed product development, redesign, testing, enhancement, and deployment of SQL Forms/Oracle-based productivity application for a Fortune 100 food services company that **delivered \$500K in profit.**

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**Earlier Career** included technology development, project leader, systems analysis, programming management, and audit roles within a diverse range of organizations and corporations spanning a wide range of industries.

◀ **EDUCATION** ▶

**Master of Science – Information Systems/Management** – University of Phoenix, AZ  
**Bachelor of Science – Computer Science** – Iowa State University, Ames IA

◀ **PROFESSIONAL DEVELOPMENT | CERTIFICATIONS** ▶

**Professional Development**

- Apex and Visualforce Controllers – Salesforce.com Education
- Building Applications with Force.com and Visualforce – Salesforce.com Education
- Business Analysis Online Certificate – University of Minnesota
- Microsoft® Project: Integrated into the PMI Process for Program & Project Managers – St. Thomas University Extension
- Project Management – St. Thomas University Extension
- Project Management Overview – St. Thomas University Extension
- Project & Portfolio Management – St. Thomas University Extension

**Certifications**

- Salesforce Certified Developer
- ITIL v3 Foundations Certification in IT Service Management – ITIL Foundation
- Project Management – St. Thomas University Extension
- Project and Portfolio Management – St. Thomas University Extension
- Business Analysis Online Certificate – University of Minnesota
- HIPAA Compliance At The Board Level - ExecRank
- Ethics & Compliance In The Boardroom - ExecRank
- ExecRank Certificate of Continued Board Education - ExecRank
- Private Company Board Governance with Dr. Larry Taylor, The Creighton Group Foundation
- Private Company Board Governance with Gordon Rapkin, Zift Solutions

◀ **TECHNICAL EXPERTISE** ▶

<b>Platforms</b>	Windows NT/XP, Windows Server 2003, Linux, UNIX, Novell, AIX, OS400, OS/2, MS-DOS
<b>Tools</b>	SharePoint, Microsoft Word, Excel, MS-Project, Outlook, DL/1, Total, Cadre Teamwork (CASE)
<b>Languages</b>	Progress, .Net, Crystal Reports, Business Objects, C, C++, Java, Visual Basic, COBOL, RPG II, PL/1, Assembler, J2EE, JMS, XML, Visual Studio, Cognos
<b>Database</b>	Oracle, SQL, Progress, Access, FoxPro, DB2, MYSQL