

Summary Chris is a globally experienced Information Technology leader with a proven track record of cross-functional leadership. He’s held executive and Region CIO roles at multiple companies including extensive leadership of IT in North America, Europe, Asia Pacific and Latin America. His success has been driven equally by the “what” and the “how”. The “what” includes multiple IT department transformations and successful implementations of ERP, CRM, Manufacturing and e-Commerce Systems. The “how” is based on his leadership of People, Purpose and Possibility. He believes in the greatness of People. He believes the best performing teams have a strong sense of Purpose. He is a “glass is half full” person who fosters a culture of breakthrough thinking and Possibility.



Consulting Areas

- Information Technology
- Executive Coaching
- ERP
- CRM
- Manufacturing Systems
- e-Commerce Systems

Expertise

- IT Strategic Planning
- IT Organization Design
- IT Process Design
- Employee Engagement
- Budget and Cost Management
- Project Management
- Mergers, Acquisitions and Divestitures
- Global IT Delivery

Industry Verticals Served

Food and Beverage, Consumer Products, Life Sciences, Industrial Manufacturing

Representative Experiences

- **Customer Relationship Management** – Developed the global CRM strategy for Gambro, a life sciences company. Co-led the salesforce.com implementation in 36 countries over an 18-month timeframe. The result was a standard sales process, visibility to the global sales pipeline and improved sales force effectiveness.
- **ERP Implementation** - Turned around a failing SAP implementation for Gambro North America, a life sciences company, by transforming it from an IT project to a business imperative. Improved governance, project management and team morale. Gained approval from the CEO for a revised schedule, scope and budget. The functional scope included order-to-cash, manufacturing, supply chain, finance and controlling and business intelligence. Co-led the delivery per the revised plan and went live without business disruption.
- **IT Transformation** – Significantly elevated the performance of the IT department at Karcher North America, an industrial cleaning equipment manufacturing company. Improved IT alignment with the business by developing a 3 year IT Strategic Plan, establishing an IT Steering Committee, and implementing monthly project stakeholder reviews. Restructured IT to better align with the business and developed a high performing team through coaching and recruiting talented professionals. Proactively implemented sustainable cost reductions that reduced IT spend by 0.5% of revenue. Stabilized IT service delivery by upgrading infrastructure, implementing ITIL support processes and moving to cloud hosting.
- **IT Organization Design** – Member of the Kraft Foods IT executive team that designed and implemented a new organization model for a 1000+ employee global IT organization, resulting in increased efficiency, effectiveness and employee engagement. The design included off-shoring 1st and 2nd level support to a 3rd party. Computerworld magazine ranked Kraft Foods as one of the top 100 places to work in IT.
- **IT Organization Design** – Designed and implemented a new IT organization model for Kraft Foods Belgium, Netherlands and Luxembourg. United four separate IT organizations into a single team delivering infrastructure and application services to the manufacturing and commercial units. The result was increased business alignment, employee engagement and the development of my successor.

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- **IT Organization Design** – designed the IT organization at Gambro North America, a life sciences company, from a green field. Negotiated and administered managed infrastructure services, and SAP and salesforce.com support agreements. Implemented FDA compliant, ITIL based processes for incident, change and release management and for project delivery.
 - **e-Commerce Systems** – Re-architected EDI and modernized the spare parts on-line sales web site at Karcher North America, an industrial equipment manufacturing company. The results were faster customer on-boarding to EDI, improved transaction accuracy, an improved customer experience and increased revenue.
 - **Manufacturing Systems** – Improved speed to market and reduced material inventory at Kraft Foods by implementing a global specifications and formula management system. Improved product quality by implementing a statistical process control, weight control and defect tracking system. Improved material lot traceability by integrating Manufacturing Execution Systems to SAP. Reduced spare parts inventories and enabled volume based procurement by implementing a standard plant maintenance and store room inventory system. Delivered \$14 million annual cost savings.
 - **Mergers and Acquisitions** – Led the integration of Gambro's business applications, IT infrastructure and staff to Baxter International (a life sciences company) for the United States and Canada. Delivered \$5 million in IT cost synergy by consolidating contracts and application rationalization. Improved supply chain and finance efficiency and improved customer service by consolidating to a single ERP.
 - **Global IT Delivery** – Led IT at Kraft Foods for the Asia Pacific, Latin America and Eastern Europe business units. Implemented the global ERP, master data and human resource systems in each of these regions.

Past Employers

Karcher North America, Baxter International, Gambro, Kraft Foods, The Quaker Oats Company

Education, Training & Certifications

- Master of Business Administration • De Paul University - Chicago, IL
- Bachelor of Science, Industrial Engineering • Iowa State University - Ames, IA
- ITIL Foundation Certified, PMP Certified, Executive Coaching certification training in progress

Publications

Author of the following thought leadership articles published on LinkedIn and/or Konnexe:

- Industry 4: Strategies to Help Enterprise IT Prepare
- The Blocking and Tackling of Information Technology
- Always Late and Over Budget? 5 Tips for Successfully Implementing an ERP System
- The Art of Strategy
- The Politics of Program Management
- Saving and Sustaining Lives and the Importance of Purpose
- The Art of Developing People
- The Art of Managing Demand and Capacity