

PAUL RITCHIE, PMP

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SENIOR BUSINESS & PROJECT MANAGEMENT EXECUTIVE

Global Business Transformation • Corporate Strategy, Development & Implementation

Paul delivers... [He] can...develop strategy, as well as execute....This is a rare combination. – K.D. (SAP)

Instrumental in developing 'best in class' project management methodology. – P.M. (SAP)

Great sense of strategic direction...[and] a deep understanding of what is realistic. – K.J. (SAP)

Fundamental to our success...driving our consulting organization up the path of PM Maturity. – F.F. (SAP)

STRATEGY, EXECUTION & THOUGHT LEADER with a progressive record of experience in professional services, project management, and software development in global environments. Diverse industry exposure in consumer products, high-tech, manufacturing, banking, oil & gas, and retail. High visibility communicator with numerous publishing credits, an extensive list of presentations, and blog presence. A true strategic thinker who gets his hands dirty driving cultural change. Consistently realizes exceptional results as strategy, architecture, and process designer directing enterprise-wide business launches, operational and process improvements. Solid bottom-line contributions in organizational structure and delivery, highlighted by top-line business development, deal structuring, and merger & acquisition direction. MBA with BAs in Economics and History. Core competencies include:

- Knowledge Management
- Transformation & Culture Change
- Business & Initiative Recovery
- Portfolio Management
- Client & Partnership Management
- International Team Leadership
- Budget & Resource Planning
- Risk, Cost & Margin Improvement
- Multimillion Dollar Revenue Creation

CAREER HIGHLIGHTS

- Progressed from consultant to chief strategist and head of global project management operations for SAP AG. Engineered and directed PMO strategy and tactical execution with additional leadership in business development, joint venture planning, and M&A integration.
- Realized top and bottom-line improvements through PMO leadership while growing a portfolio of 38 customer references for SAP project, program, and portfolio management services.
- Turned around widely-publicized SAP failure into a public reference customer, when tapped as engagement leader for Hershey's ERP upgrade project, with follow-on service and license revenue valued at \$8.5MM USD.
- Transformed a professional services and application development division of Roadshow International from a cost to profit center through strategic re-positioning of its logistics services to the food, beverage, and security industries, and within the public sector.

PROFESSIONAL EXPERIENCE

SAP AG, Walldorf, Germany 1997 – Present
€10.25 billion (2007) global leader in business software with 40,000+ employees. SAP operates in Europe, Middle East and Africa; North America and Latin America; and Asia Pacific Japan through a network of 115 subsidiaries serving manufacturing, process, consumer, service, financial, and the public sector with 25+ industry solutions.

Head of Global Project Management Operations – SAP Business Operations - (2007–Present)
Positioned in newly-created global project management chief strategist and process owner role. Lead an 11-person global team, a 12-person development team in India, with additional dotted line reporting of 7 regional delivery and project management operations groups, 1300 program / project managers worldwide, wider PM community of 4500+ team leads, and allied IT, finance, and operations resources. Control a €6MM budget, reporting to the Global Head of Business Operations, in the SAP Field Services Office of the CFO.

Head of Global Project Management Operations – SAP Business Operations, SAP AG, continued . . .

Further the design and execution of project management maturity framework begun in 2004-2006 assignment. Global project management operations processes guide all engagements in North America, Latin America, Europe-Middle East-Africa (EMEA), Asia Pacific, Japan, and the Global Delivery organization. Structure, institute, and monitor deal execution, delivery, governance & compliance, network & system support, post-merger & acquisition integration, and joint venture leadership processes.

- Ensure post-launch sustainability of maturity improvements. Monitor, consolidate, and enhance framework of recommended practices including opportunity validation; structured scoping; bid development; delivery model selection; and project pricing, costing, and P&L.
 - Develop and improve sales and delivery methodologies, tools, and applications, then roll-out to SAP field, customers, and partners. Identify, package, and syndicate regional practices, in partnership with SAP regional consulting heads, global support teams, Office of the CEO, and customer executives.
- Drive steady increases in the application of project management maturity methods, systems, tools, and training toward priming more engagements — from 500 in 2007 to 650 forecasted for 2008. Foster project management talent development, championing PMP® certification, currently at 38+% of project management team with a 2008 target of 46%.
- Enabled consistent revenue growth (€2.7B-2007 > €3.3B-2008) and margin improvements (24%-2007 > 24.5%-2008), while realizing excellent customer satisfaction scores (7.9/10-2007).
- Direct joint venture planning and merger & acquisition integration architecture, delivery, and training processes ensuring seamless consolidation of acquisitions and execution of joint ventures.
 - Drive SAP Field Services acquisition integration, including Business Objects, into sales, delivery, and finance operations.
 - Develop strategy and business planning for SAP / Infosys global services agreement and follow-on joint venture design of new Enterprise Services architecture and innovative implementation approaches. Targeted a 40% decrease in deployment time and a 25% reduction in effort through the design and application of next-generation methodology.

Fellow, Portfolio Strategy Group – Office of the CEO - (2007)

Selected for fellowship to define and develop SAP 2008-2012 on-demand strategy for the large enterprise market segment. Successfully created plans currently in execution for in-house development, strategic acquisitions, and partnership opportunities in targeted on-demand / SaaS segments. Collaborated with key SAP Executive Board leadership teams: Global Marketing, Business Suite Development, and Service & Support.

- Identified market beliefs, generated key questions, designed, and initiated operations & business development plans.
- Aligned field, governance, and cross-organizational resources through internal and external communications.

Director, Global Project Management Office – SAP Process Excellence - (2004-2007)

Tapped to lead new project management maturity initiative. Coordinate SAP team of 3, controlling 16 external and internal consultants, €6MM budget, and functional reporting relationships with 5 regional directors.

- Identified opportunities and developed processes to target major initiatives toward program goals of margin improvement, revenue growth, and capture of prime project opportunities — achieving a 150% growth in prime projects (200>500) and €0.4B increase in revenue, with 3.1% margin improvement.
 - Achieved a five-fold increase in the number of certified PMP®, from 100 to 500, championing PMI compliant methodology within the SAP culture. Defined and advocated a focused change management message supported by extensive communications and training.
 - Drove increases in customer satisfaction, from 7.0/10 to 7.9/10 while creating a reference portfolio of 38 public references from 2 previously.

SAP AG, continued . . .

Global Support Manager – SAP America - (1999-2004) / Consultant – SAP - (1997-1999)
Recruited and identified as corporate “Top Talent” (less than 5% of corporate employees), positioned for accelerated learning and growth opportunities. Served in preparatory field assignments, consulting in supply chain, sales planning, and manufacturing planning operations until promotion.

Led upgrade and future implementation engagements, as Global Support Manager. Managed account plans and budgets from \$1M to more than \$25M, as SAP principal relationship manager for global alliance accounts and strategic partners. Coordinated 10 to 200 local and off-shore contributors in the design, development, and implementation of supply chain and integrated planning solutions within diverse industries including energy, consumer product, and retail, with Halliburton, ExxonMobil, Texas Instruments, and Scotts as additional customers to those below.

- Directed 200+ project team in EMEA roll-out, ERP upgrade, and business intelligence de-escalation within Nike’s North America & EMEA SAP integration. Penetrated additional supply chain, portal, and knowledge management opportunities.
 - Delivered EMEA phase of single, integrated Nike implementation, with P&L accountability for ongoing consulting plan supporting 2-year services and license revenue of \$32+MM.
 - Managed ongoing strategic custom development projects, which formed the basis of future releases of the SAP Apparel & Footwear Solution (AFS).
- Transformed widely-publicized SAP failure to a public reference customer, when tapped as engagement leader for Hershey’s ERP upgrade project, with service and license revenue valued at \$8.5MM USD.
 - Rescued SAP ERP upgrade — delivering on-time, 20% under budget, and without customer disruptions — in partnership with Accenture.
 - Cultivated further licensing opportunities beyond initial upgrade — in Human Capital Management, Customer Relationship Management, Product Lifecycle Management, and Business Intelligence.

EARLIER EXPERIENCE includes direction of a 25-person professional services & application development division of a pre-IPO logistics software firm, Roadshow International.

Also led implementation projects for retail, food, and beverage industry clients.

Co-founded a multimedia start-up venture, Troika Multimedia, Inc. Produced and marketed interactive CD-ROM content, including *Advanced Military Systems* and *NASA...The 25th Year*.

Co-authored *Mastering the Mechanics of Multimedia*, a textbook for a multimedia development course taught in Arlington, VA and Paris, France.

- Detailed career history available upon request -

EDUCATION, CERTIFICATION & ASSOCIATIONS

F.W. OLIN GRADUATE SCHOOL OF BUSINESS AT BABSON COLLEGE, Wellesley, Massachusetts
Master of Business Administration, 1995-1997.

GEORGE MASON UNIVERSITY, Fairfax, Virginia
Bachelor of Arts in Economics & Bachelor of Arts in History, 1989.

Project Management Professional® – Project Management Institute, 2001.

Executive Forum, Global Corporate Council – Project Management institute, 2007-present.

PUBLICATIONS, PRESENTATIONS & PANELS

"Keeping an Enterprise PMO Relevant" – Presenter at Strategy and Projects Conference, Scottsdale, Arizona. June 2008.

"SAP Strategy, Technology and Culture = Consequences for Project Complexity"- Panelist and presenter at Project Management Institute Global Corporate Council Executive Forum, Bangalore, India. March 2008.

"Using Knowledge Management to Create Competitive Advantage and Measuring its Success"- *Asia Pacific e-link*, Singapore. November 2007.

"Human Side of Project Leadership" - Panelist and presenter at Project Management Institute Global Corporate Council Executive Forum, Houston, Texas. November 2007.

Interviewed by Carol Hildebrand for "Share the Wealth" - *PM Network*, Project Management Institute, Newtown Square, PA. October 2007.

"Project Management Knowledge Management: Information is Not Knowledge" - *Asia Pacific e-link*, Singapore. October 2007.

"Project Management Knowledge Management – EMEA Case Study" - Co-presented with Kenneth Jorgensen at PMI Global Congress Europe, Budapest, Hungary. May 2007.

"Project Management Knowledge Management – Moving from Standards to Excellence" - Presented at PMI Global Congress Asia-Pacific, Hong Kong. January 2007.

"Managing Global Teams" - Co-presented with Dr. Tom Johns at PMI New York City, New York, NY. April 2006.

"Strategic Performance Management" - Panelist and presenter at Strategy and Projects Conference, Las Vegas, NV. December 2005.

"The Right Way to Build, Maintain and Strengthen Your Project Management Office" - Presented at Managing SAP Projects conference, Las Vegas, NV. October 2005.

"Five Dimensions of Project Management Expertise" - Presented at Managing SAP Projects conference, Las Vegas, NV. October 2005.

"The Four P's of Strategy Execution: Integrating Project, Portfolio, Program, and Performance management" - Co-presented with James Pennypacker, Center for Business Practices, at PMI Global Congress North America, Toronto, Canada. September 2005.

"Project Management Maturity and SAP Strategy" - Presented to SAP Latin America Field Management Summit, Sao Paulo, Brazil. April 2005.

"Project Management Fundamentals" - PMI Program 1003-SAPPMF, co-developed with International Institute for Learning, Newtown Square, PA. March 2004.

- Pre-2004 publication, presentation & panel listings available upon request -