

Executive Resume

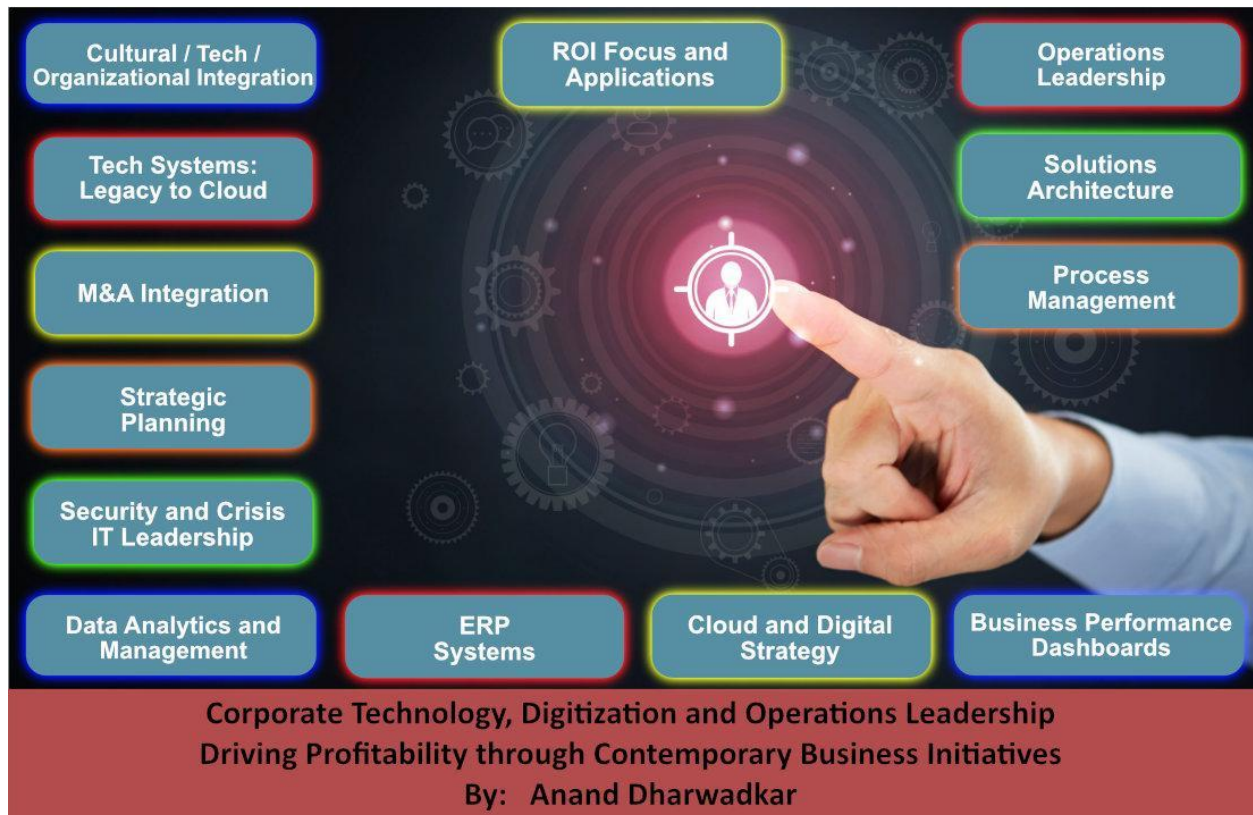
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Expertise

Technology and IT Leadership, Operations Leadership, Mergers & Acquisition Integration, Technology Innovative Applications, Streaming Operations and Processes, Communication and Team Building, Visionary Strategic Planning, Cross-functional Collaboration, Lean Manufacturing, Tech Systems Legacy to Cloud, Digital Transformation, Organizational Development, Cultural and Diversity Inclusion

Leadership Profile

Unique expertise providing leadership across multiple functional areas including technology innovation, IT management, and operations initiatives. Diverse industry experience with particular emphasis in commercial and retail environments. Viewed as a visionary who directs emerging technologies relevant to cost effectively driving an organization's operating and performance infrastructure. Implemented technology teams and steering committees to analyze every aspect of an organization's technology including data centers, hardware, software, and applications. Focused on maximizing EBITDA through cultural technology integration, company departmental dependence and inter-dependence balance, and new technology implementation. Implemented numerous technology partnerships to leverage the strength of other industry tech leaders. IT and operations leadership exemplified by employee inclusion and empowering employees to be creative in generating solutions to tough, challenging technology problems. This results in a collaborative environment where the organization is more likely to be solution and growth oriented as illustrated by the following infographic:



Leadership Experience

Management Consultant & Program Manager

2022 to Present

IT – Confluence

Chicago, IL

- Digital Transformation lead for a \$5b retail business. Rollout of Oracle ERP Cloud, Mulesoft and Salesforce solutions for transformation of the supply chain, back-office finance, field service, marketing, and business intelligence/analytics.
- Integration Lead for newly acquired businesses based in Spain, Germany, and UK. Executed the integration plan for all the units in 6 months.
- Structured rollout and implementation plans synchronized with the overall digital change requirements tied to the transformation roadmap
- Defined methodology to pilot the new capability, conduct a readiness analysis, and offer direction surrounding any developmental modifications needed before roll-out.
- Created a roadmap to transition from the pilot stage to successfully scale the full solution.

Chief Information Officer

2020 to present

Home Products International

Chicago, IL

Transform IT into a strategic, responsive, and business outcomes-oriented function and position the IT organization to support the business transformation and growth agenda. Oversee all the functions related to information technology and for technology and digital innovation. Guided organization to data driven decision making with BI & AI tools and dashboards. Key contributor to the company's strategy and planning process.

- Collaborate with executive leadership in the development of digital and data strategy.
- Drive the appropriate metrics, KPIs, and exception management systems to ensure continuous improvement across all key areas
- Established and executed a global Digital/eCommerce roadmap aligned with the current & future needs of the business.
- Align IT risk management such that security and compliance are in place. Ensure that Cyber Security and Risk activities are identified, and resources deployed are appropriate for the risk level.
- Enhance sales growth opportunities by removing barriers for the Commercial organization and optimizing operational performance. Accelerated paths to automate or augment business and IT processes using RPA and low code AI tools.

Global IT Director and Group CIO

2018 to 2020

Sensient Technologies Corp.

Hoffman Estates, IL

Drive technology strategy and roadmap to enable future-state business capabilities with a focus on technology, data, agility, and flexibility to deliver improved business processes, application integration, and high ROI on application investments. Conducted end-to-end business processes and data review to identify opportunities for integration, standardization, and process improvements.

- Integrated customer data spread across multiple (>20) systems into a customer data hub to uniquely identify customers, and generate a 360-degree view of customer, to target sales & marketing efforts for current customers and prospects.

- Crafted vision and BI program & strategy to deliver analytical business performance dashboards for cohesive analysis of all areas contributing to commercial success. Led deployment of the Azure cloud BI/Data Analytics platform.
- Led the strategic planning, solution architecture and material and product data strategy to deliver a single global digital PLM system to bring 22 different operating companies under one regulatory umbrella.
 - Created centralized global Product data hub.
 - Created program and change management plan for business adoption.
- Led team to deliver a Smart Factory (Industry 4.0), Connected Plant and MES/IIoT strategic roadmap. Created business case and project plan as part of advisory services to the manufacturing business.

Global IT Director and Operating Company CIO
Vehicle Services Group (Dover Corp.)
Downers Grove, IL

2016 to 2018

Executive leader & primary IT sponsor to drive execution of growth and productivity solutions enabled through existing and emerging information technology. Key contributor to the company's cloud, digital strategy and planning process responsible for technology strategy, budget and & operational IT.

- Defined enterprise IT roadmap for the future state application landscape and standards. Established Architecture Review Board and the IT Advisory Council.
 - Create cohesion among geographically dispersed and cross-functional teams.
 - Established MDM group with data stewards to define metrics and KPIs, share ownership of the business value results of technology related programs; measure operational performance and communicate business outcomes.
- Global Oracle Cloud ERP 3-yr strategy as a transformational foundation for the segment comprising ten "Operating Units" to replace 16 legacy ERP platforms.
- Envisioned Digital IT strategy and phases for the Smart Connected Plant & Platform. Defined maturity cycle and implemented (first phase) a MES solution for demand and shop floor management using Cloud and IoT. Achieved 15% reduction of labor costs and full ROI in six months.
- Envisioned and executed Digital IT strategy to enhance customer experience. Implemented Salesforce CRM, Service Cloud and Genesis and Marketing automation.
 - Achieved key financial/revenue targets – increase closure rate by 8%, faster quote to cash process by 7 days.
 - Created install base of customer/consumer data with installed products. Increased service and parts revenue by 30%.
- Developed vision and strategy to develop cloud-based web product to sell collision/measurement data as a service. Partnered with vendor to develop the product.
- Performed due diligence & led post-acquisition integration of Euro 275M Acquisition. Execute on the post-merger integration plan by uniting employees into a cohesive team for four plants and 24 sales groups.

Sr. Director of IT
Jarden Home Brands (acquired by Newell Brands in 2016)
Aurora, IL

2013 to 2016

Executive leader and primary point of contact for all business applications including ERP systems, Salesforce CRM, PLM and all others. Create an integrated technology strategy, application landscape and MDM roadmap for the division. Responsible for IT SOX compliance and maintaining an adequate internal control structure.

- Global ERP transition to SAP ECC 6.0. Project completed in 2 phases under budget.

- Business Process Management and mapping lead for SAP ECC associated with the Lead to Order, Concept to Market, Source to Procure (future), and Management Reporting processes
- Enterprise BI & analytics solution using Microsoft Business Intelligence to help the sales and operations teams with their reporting and analytical needs. Solution improved product placement by 15% and provided \$800k savings.
- Created and implemented IT SOX Compliance Program to remediate internal controls, improve security posture with formalized data security. Resulted in successful audits with zero findings.
- Standardized the IT Vendor Management Office and negotiated up to 20% in one-time savings and up to 12% in recurring annual savings.

Director, IT
SP*Plus Corp.
Chicago, IL

2008 to 2013

IT leader with a global team and responsibility for IT budget, planning & execution.

- Led M&A integration LOB teams (post Central Parking acquisition). Delivered over \$2.5MM in savings in the AP and Procurement programs.
- Conceptualized and delivered the P2P (procure-to-pay) automation strategic initiative. Project was completed on time and budget and delivered more than 20% cost savings in the first nine months.
- Saved \$6M+ by building and implementing A/P, Time & Attendance, and Contract Billing functions into a centralization strategy, including new financial systems on Oracle platform and process automation; removed 15% SG&A.
- Streamlined the IT governance using ITSM, ITIL and COBIT best practices. Established dashboard to monitor/address all critical incident management communication between the IT organization and business contacts.
 - o Reduced production issues by more than 15% and increased credibility of the overall IT department with the stakeholders
 - o Manage legal, regulatory & compliance implications and audit process for IT. Responsible for Sarbanes-Oxley (SOX) compliance. Delivered successful audits every year with zero findings.

IT Manager 2003 to 2008

American Greetings Inc (formerly Recycled Paper Greetings Inc.)
Chicago, IL

IT liaison and Program Manager for all domestic operating groups and partnered with key business stakeholders to identify emerging business requirements and IT enabled operational efficiencies. Program Manager for all domestic operating groups and partnered with key business stakeholders to identify emerging technologies and IT enabled operational efficiencies. Managed multiple concurrent projects.

- Led transition of organization from Epicor ERP to Oracle EBS. Project and transition complete on time.
- Streamlined the IT governance process, reducing project costs by better controlling the budget and prioritizing unjustified and unreported projects.
- Standardized the IT Vendor Management Office and negotiated up to 20% in one-time savings and up to 12% in recurring annual savings.
- Initiated and led operational stability initiative for the merchandising and Oracle Order Management/Shipping applications. Results included 40% reduction in labor hours spent troubleshooting and resolving application and interface errors and 30% decrease in unplanned outages.

Client Executive & Program Manager
-2003

2000

eWaken Technologies Inc, Lombard, IL

Served as key account liaison and directed all technology initiatives for various Oracle ERP, eCommerce (B2B and B2C) & Supply Chain accounts.

Education

Bachelors in Engineering, Gulbarga University, INDIA

Continued Education/Professional Development

PMP (Project Management Professional) – PMI, Chicago
AITP Cloud Essentials
AWS Solution Architect

Specialized Computer Skills

Functional Expertise: IT application strategy and budget management, Digital Transformation, Business Intelligence, Industry 4.0 Smart Factory, MES, M&A, RPA, Vendor Management, Cloud strategy, Cloud security, Centers of Excellence, Change Management.

Technology Expertise: ERP (Oracle, SAP, JDE, Epicor), Salesforce, Pardot, ServiceNow, Informatica, Tableau, Power BI, MuleSoft, SQL*Server, SQL, Oracle PL/SQL.

Cloud Expertise: Cloud strategy, security, governance, service management and planning with a broad collection of workloads, service lines and applications. Detailed knowledge with key cloud-specific technologies (EC2, S3, RDS, AZ) as well as Amazon services.

Key Accomplishments

IT and Operations Global Challenge: Aligning IT and Operating Systems in Plants across North America, Europe and Asia

Situation:

A US based publicly held global manufacturer has grown through acquisition and has plants in North America, Europe and Asia. It consists of ten different operating companies running 16 different legacy ERPs and hundreds of different, disparate and unconnected applications. The IT/technology landscape is scattered and has a high level of compliance and security risks.

- Need to integrate all the business units on a common platform bound by common processes without impacting their local differentiation.
- Create a strategic plan and execute it to deliver customer focused, revenue generating or profit enhancing results.
- Plan and direct IT investments to deliver ROI and position IT as a value-add business partner
- Need to define IT modernization roadmap to run, grow and transform the enterprise.
- Ensure all SOX compliance issues and requirements are resolved.

Action Plan:

- Completed assessment of each site, IT organization, IT landscape, hardware and software usage. Collected data on users, processes, products, financials etc.
- Created risk profile and assessed security posture to help guide the modernization roadmap.
- Review business strategic plan and financial goals with local and global leadership teams
- Developed IT strategic plans and 3-year roadmap of goals and projects to run, grow, and transform the business with a digital transformation focus.
- Established Global IT operating model, organization, and partners. Application CoEs for ERP, CRM, Salesforce, BI & Cloud Automaton.
- Budget structure and key metrics to provide easy visibility into expenditures.
- Capital and cost allocation tied to key company targets with measurable ROI.
- Quarterly review of overall IT Spend and Performance.
- IT employee skill/resource analysis along with spend on consultants/outsourcing/partners.
- Created IT SOX Compliance Program
- Established Architecture Review Board and the IT Advisory Council. Defined enterprise architecture and MDM roadmap for the future state enterprise application landscape and standards.
- Led the post-merger integration of the EU and APAC operating units.

Results:

- Single cohesive global IT team for the entire organization with team for support and projects.
 - In-house IT service and delivery model supplemented by outsourced partnerships.
- Global IT modernization, growth and risk mitigation strategy.
- Global Oracle Cloud ERP 3-yr strategy as a transformational foundation.
- Digital IT strategy and phases for the Smart Connected Plant & Platform. Defined maturity cycle and phases.
- Digital IT strategy to enhance customer experience and achieve key revenue and profitability targets. Implemented Salesforce CRM, Service Cloud, Genesis and Marketing automation.

Key Accomplishments

Digital Transformation to Deliver Competitive Advantage

Situation:

Poor on time delivery of products, frequent raw material shortages; high usage of temp labor; late delivery - no visibility over raw material usage for work in progress to finished goods; Legacy 20yr old ERP and aging workforce

Lost sales and poor customer reviews/Inconsistent Customer Experience - customer service does not have access to all the data it needs and does not have the tools, processes and workflows to deliver a unified omni-channel customer experience.

Imperative to development a technology led solution to enable data driven decision making to increase operational efficiency and better sales performance along with expanded and new revenue streams.

Action Plan:

Conducted multiple site visits and interviews of various key users to map process and identify underlying data and technical issues.

Envisioned Industry 4.0 strategy and phases for the Smart Connected Plant & Platform. Defined maturity cycle and substantiated value for the future state roadmap.

Identified a Cloud IoT MES solution; Conduct Security review, tech and ops feasibility.

Prepared implementation plan, defined scope and received funding, setup steering group and core team;

Implemented MOM/MES solution for demand and shop floor management using Cloud and IoT.

- Envisioned CRM/ Digital IT strategy to enhance customer experience, increase parts sales and service revenue.

Prepared strategy, defined scope and received funding to implement a single global Salesforce solution ; established CoE - steering group and core team;

Completed risk analysis and established process for change management and business success.

Defined Phasing -Implementation Steps - Design, PoC, Pilot, Expansion.

Implemented Salesforce CRM, Service Cloud and Genesis and Marketing automation with Robotics/RPA.Led the change management efforts to ensure organization is successful with the new solution.

Results:

Realtime Production Dashboard with end to end visibility of product from demand to production work center to fulfillment. Customized dashboards and metrics for all roles (executive, operations VP and manager)

- Achieved 15% reduction of labor costs and full ROI in six months.
- Globally installed base of customer/consumer data for comprehensive product lines.

Achieved key financial/revenue targets:

- Increased closure rate by 8%, faster quote to cash process by 7 days.
- Increased service and parts revenue by 30%.
- Reduced Warranty Costs by 12%

Key Accomplishments

Maximize Earning by Optimizing Business Operations

Situation:

A global company specializing in research and manufacturing of food, pharmaceutical and chemical ingredients. Products sold in over 120 countries – all the products must be in regulatory compliance in the country of sale.

22 business units having separate/different KPIs for Customer success; There is no central system or commonly agreed practices making it nearly impossible to measure and manage. No clear/quick path to root cause analysis.

22 business units having separate regulatory processes and practices; A majority of the processes are paper based with a many exceptions/deviations from standard practices. Risk to the business due to lack of visibility - loss of business; litigation risk.

Needed a common platform with standardized KPIs. Define and execute long-term vision and short-term priorities for the Business Analytics program to enable data driven decision making and predictive analytics.

Single global platform for Standardized and Common regulatory process with local exceptions for all product development, quality, and regulatory teams.

Action Plan:

- Implemented the Business Intelligence/Analytics strategy to empower executives and management with key data/metrics for decision making.
- Integrated customer data spread across multiple systems into a customer data hub to uniquely identify customers, and generated a 360 degree view of customer, to target customer success, marketing and other efforts for current and future customers.
- Delivered single global digital PLM system to bring 22 different operating companies under one regulatory umbrella. Led the strategic planning, solution architecture and material and product data strategy to deliver a single global digital PLM system to bring 22 different operating companies under one regulatory umbrella. Created centralized global Product data hub.

Results:

- Improved customer and regulatory response time by over 50% globally
- Solution improved product placement by 15% and provided \$800k savings in the first year.
- Top-level customer quadrant KPIs with drill down into the data used & next-level-down KPIs – enabling tool for executive & customer reviews, sales meetings.
- At-a-glance executive dashboards to display the global KPIs – on time delivery, yield, cost of sale etc.
- Customer request turnaround time lower by 70%; Improved product commercialization time by avg 25%
- One time PLM system centralization cost savings of \$1.3 M

Key Accomplishments

IT Governance, Center of Excellence **Reduce Risk, Enhance Stability & Security, Gain Efficiencies, Cut Costs**

Situation:

A global manufacturer, marketer and distributor of consumer and commercial products with a portfolio of brands had combined several business units into one governing division. It consists of 12 different operating companies running 9 different ERPs and hundreds of different, disparate and unconnected applications. Each business unit was previously run independently and had its own IT org with their own policies and procedures. The IT/technology landscape is scattered and has a high level of compliance and security risks. The user base is spread over 12 countries in North America, Europe and Asia.

Need a global centralized view of IT expenses, policies, procedures and budget/spend metrics. Need a strategy and execution plan to reduce overall IT expenses, improve support. Need to ensure the areas of risk are understood, documented and addressed.

Action Plan:

- Established a global operating model and budget structure to run, grow and transform IT.
- Established a budget and financial management/reporting structure to communicate the story of IT
- Established Architecture Review Board and the IT Advisory Council. Defined the future state enterprise application landscape and infrastructure architecture and standards.
- Implemented effective Disaster Recovery and Business Continuity process to pass SOX audits.
- Led the implementation of a global service desk using ServiceNow. Created unified platform for all resolver groups.
- Standardized the IT Vendor Management Office

Results:

- Piloted several operating companies to shared service model to extract \$1.2M in one-time savings and reduced IT operational expenses by 205%
- Reduced server footprint by 35%
- Slashed average release time by 40%. Cut bug count by 66%—and reduced Operations team time required to triage outages—through introduction of standardized promotion process, automated testing, and other DevOps methodologies
- Unified service for over a dozen product lines. One time savings of \$700k via centralization. 45% drop in Call Center Expenses
- Standardized the IT Vendor Management Office and negotiated up to 20% in one-time savings and up to 12% in recurring annual savings.

Industry Insights

Efficiency and Effectiveness are Core Values of Technology

Successful Digital Transformation

As digital and cloud technologies reshape industries and almost every aspect of our life, many companies are pursuing large-scale digital transformation efforts. Digital transformation efforts are going to be harder and more expensive to pull off than any other traditional business transformation effort. There are several success stories in every industry to draw lessons from and many different factors contribute to a successful transformation. The biggest factor is having digital savvy leaders in every functional area which will lead to an empowered workforce building capabilities for the future.

Are we overspending on IT or underinvested?

This is a common question from CFOs and CEOs and its often because the value of IT is not clearly understood. Communicating the financial story of IT is one of the most important responsibilities of a CIO. Successful communication here will pave the path for increased funding for future initiatives. Having a structured budget to easily benchmark and report the financial metrics and IT costs to run, grow and transform the business is a good place to start. This is likely to result in very productive and meaningful discussions between the CIO and the entire executive team.

Efficiency and Effectiveness

The general phrases of “efficiency is important for profitability” and “effectiveness is important for growth” are applicable to the general business. However, they are slightly different for technology. Many areas come into play when measuring technology efficiencies: cost, maintenance, training, upgrades. Effectiveness is best measured by the stakeholders of the relevant technology. AKA, does the finance team feel like their current accounting package is performing their task correctly.

Culture; How to build a team

Building a high performing team requires many things but the very first step is to get some training for the team in Active Listening. This should be a hard requirement for all people, groups, or businesses. It can be as simple as an Active Listening seminar. This training begins to foster a culture of listening and understanding the other perspective. Goal is to ensure everyone on the training has a similar understanding of what active listening is, how to use it, and how to better engage with others (not just in business).

Solving business problems with technology.

Oftentimes organizations recognize some sort of business issue and quickly jump to applying the newest “technology tool” or the newest app to the problem. It is very important to understand how the new app fits in with the rest of their infrastructure, workflows, and the way people work and take decisions. Implementing a new tool/technology can be very rewarding but it’s critical to ensure there is a plan for businesses to adopt it and be successful with it.

Human Asset Management

This title or description understates its importance for the most critical component of any business...ever. This title covers the ability of the organization to influence and improve the lives of the employees. This is a very different statement than “maximizing the value received from human capital”. These two definitions can be used for the same thing, but the intention is very different.

Overall Wellness

Organizations historically have not paid enough attention to the total wellness of people. As more demands have been created and more things are competing for the time and attention of people, it's become more critical that organizations provide for employee's overall wellness. By directing more assets towards this program, they will gain a more effective and higher performing workforce. In today's market when employees can be selective, organizations have to be very smart and more tactical in this arena.

Technology Optimization comes in a wide variety of flavors

Every organization uses technology differently; including similar sized firms in the exact same industry will use the same technology tools differently. With that, each organization needs to learn how to best implement, maintain, and optimize the various applications and the infrastructures on which they reside.