

Dear Leadership Team,

With extensive experience leading complex, large cross-functional high-impact initiatives – I offer professional program / project management and interim executive leadership services on a contract Corp-to-Corp basis. I am also open to selected long-term leadership roles as an employee.

Broad experience and expertise acquired as an independent consultant includes leading high-priority projects impacting every department across distributed corporate offices, distribution centers, thousands of store locations and direct P&L responsibility for \$60M.

- Leading enterprise-wide programs and transformations, implementing complex human-centric technology initiatives, growth plans, and innovative pilot programs
- Establishing new business operations and overseeing complex organizational initiatives
- Omni-channel and unified eCommerce sales, marketing, customer journey's, and guest experience strategies, agile mobile app development
- Retail, restaurant, vacation resort, and golf course operations expertise
- IT/IS systems infrastructure, data science analytics, prototype development testing and national rollouts, design and remodels, staffing and training
- Business transformation and change management projects, SaaS implementations, cloud migrations, enterprise reporting (ERP) and warehouse management systems (WMS), systems and technology upgrades, technology infrastructure overhauls, benefits outsourcing and HCM integrations
- Multi-Unit Real Estate Leadership, site selection, lease administration, tenant improvements, construction

Over the past 16 years, I have honed my skills leading multi-disciplinary teams to solve complex problems at scale with innovative solutions. As an independent consultant I have deep experience analyzing strategic and operational business requirements and building program implementation plans spanning strategy, operations, people, systems, and cultures to deliver pragmatic, cost-effective solutions that resolve multilayered challenges and improve business performance.

I thrive when spinning many plates. From driving business strategy and change to team leadership and development, stakeholder engagement, building culture, leading projects I work collaboratively to understand stakeholder needs, bring people together, discover the 'problem behind the problem' and use proven methodologies, research, insights, collaboration and grit and determination to deliver solutions that work.

My Program Management experience is a balanced blend of technology, people, systems, and culture transformations. I am dedicated to ensuring that programs drive tangible results, internal satisfaction, and the full realization of ROI post-implementation. My proven track record in leading critical initiatives, transformative projects, and strategy and innovation POCs equips me with the necessary skills and experience to successfully execute critical, multi-million-dollar projects.

I pride myself on being easy to work with and building lasting relationships internally. My colleagues consider me to be a natural communicator with well-developed emotional intelligence, diplomacy and political sensitivity. I am adept at balancing the needs of partners and stakeholders to create enduring and genuinely collaborative relationships that propel programs and companies forward.

I am available for immediate engagement, hybrid onsite working arrangements are preferred, and I can travel globally as required. I look forward to contributing to your success and exploring how we can achieve impactful outcomes together.

Bill Theurer

President, Principal Consultant

William Theurer, PMP

<https://www.linkedin.com/in/billtheurer/>

PROFILE

A commercially astute program manager, business strategist and executive leader with impeccable entrepreneurial, innovation, leadership and business development credentials. Has an outstanding record of delivering the most complex enterprise transformation programs to time, budget and quality and offers specialist experience in recovering failing programs. Analyses strategic and operational business requirements and builds program implementation plans spanning strategy, operations, people, systems, and cultures to deliver pragmatic, cost-effective solutions that resolve multilayered challenges and improve business performance.

Considered a charismatic people-centric leader of dispersed cross-functional teams who creates conditions for teams to innovate and inspires and mentors' people to deliver their best. An accomplished consultant with the credibility and gravitas to engender confidence, trust and build coalitions between C-Suite stakeholders and external partners with sometimes opposing needs. Brings alternative perspectives, triggers healthy debate, and offers strategic counsel.

KEY SKILLS AND ATTRIBUTES

- 16+ years leading high impact initiatives from inception through delivery and realization of the full ROI
- Multi-million-dollar budgets, all-company projects with diverse stakeholders and distributed locations
- Co-creating visions, innovative strategies, and cultures
- Defines and manages programs aligned with organizational strategies and ambitions
- Delivers innovative solutions and troubleshoots complex problems
- Agile, Waterfall, Six Sigma process improvement and hybrid methodologies
- Lead and mentor multidisciplinary teams across functional and authority boundaries
- Program governance and regulatory compliance
- Articulates and simplifies complex concepts for diverse audiences
- Artificial intelligence and Machine Learning implementations, roadmaps, strategy, data governance
- Trusted advisor to executive sponsors and C-suite leadership
- Lead organizational change and transformation
- Sophisticated stakeholder engagement and management
- Forges strategic partnerships
- Influential and impactful facilitator, communicator, and presenter

PROFESSIONAL EXPERIENCE

President and Principal Consultant / Engagement Manager, [Centrificus Project Management](#), 2008 to Present

- Skills and contributions rewarded with multiple repeat assignments assisting teams of some of the USA's most recognizable brands to embrace emerging technologies as an enabler for commercial growth, restructure operating models, and land global market expansion programs
- Leverages business and technical expertise, leadership skills, and strategic vision to deliver multi-million-dollar programs that transform people, processes, technology and cultures
- Builds, nurtures, and mentors high-talent-high-performance global teams across functional and authority boundaries
- Co-creates innovation strategies and operating models that deliver high-impact results and ROI
- Forges and manages key client relationships, managing complex internal and external Board and C-level stakeholder ecosystems
- Supports clients to reinvent themselves, create a way forward and unleash their potential through the power of digital, AI and Machine Learning

Information Systems / Information Technology leadership

- \$42M budget - financial and non-financial operational reporting, capital and expense forecasting for 20+ concurrent projects
- Successful Agile development transformation supporting Omni-Channel, Unified E-Commerce, Data Warehousing, Master Data Management, Enterprise Security, and the mobile development.
- Led project planning, scheduling, budgeting, and resource allocation and formed and led an offshore managed captive software development team
- Managed senior stakeholder engagement with the VP, CIO, Executive leaders and functional heads to drive consensus and ensure alignment with strategic objectives
- Significantly improved program governance frameworks and PMO capacity, leaving a legacy beyond the program end
- Drove continuous improvement to enhance program delivery efficiency and effectiveness.
- Managed risks and issues and produced mitigation plans to address challenges
- Responsible for multiple vendors and external partners, forging collaboration while holding them accountable for delivery, stood up and managed an offshore managed captive development and application support team in Pune, India
- Business transformation and change management projects, SaaS implementations, cloud migrations, enterprise reporting (ERP), data sciences and analytics, warehouse management systems (WMS), systems and technology upgrades, technology infrastructure overhauls, benefits outsourcing and HCM integrations, IT service delivery help/desk, Azure, .NET, VMWare, SQL Server, Microsoft Exchange, cloud API's, data interfaces, UAT / SIT / QA testing, network engineering, DevOps
- IT/IS systems infrastructure, data centers, POS upgrades, terminals, tablets, wireless communications, data sciences, IT helpdesk / Zendesk, disaster recovery, data governance, privacy, security

EXAMPLE ASSIGNMENTS

Vice President, Ghirardelli Chocolate Company

- Engaged by the CEO as an Executive team member to reinvigorate the underperforming restaurant and retail portfolio, leading 550 people in 24 locations and \$60M budget
- Accountable for Strategic Planning, Finance, Legal, HR, Real Estate, Construction, Design, Marketing, Sales, New Product Development and Strategic Partnerships (Disney and SF Giants)
- Analysed the current state from multiple perspectives and presented a prioritized strategic improvement plan to the European Lindt and Sprüngli AG parent company Board, winning approval
- Communicated the vision and strategy to executive and operational management teams, securing advocacy and buy-in for change
- Led phase one of the transformation that significantly improved P&L, generated 3% comps in the first quarter of implementation and provided foundation to navigate a profitable path through the pandemic
- Facilitated the successor search, onboarded and supported the new VP, who subsequently became CEO of Lindt Canada and later CEO of Ghirardelli USA

Marriott Vacations Worldwide (Hyatt Residence Club - Welk Resorts)

- Lead a complex enterprise upgrade of a leading shared-ownership resort operating system (TSW) across eight upscale resorts through pandemic workforce challenges and a simultaneous secret acquisition of Welk Resorts by Marriott
- Streamlined booking, reservation, accounting, reporting processes, enabled advanced sales and marketing pricing models and client prospecting tool integrations, simplified front desk operations,
- Improved data insights and decision making across a fully integrated portfolio of resort properties

- Formed high performing technical development teams for complex iPaaS (Integration Platform as a Service) cloud migrations and data integrations of Salesforce, RCI, Concord, ClearPass, Okta, RCI, TravelClick, VacationGuard applications
- Resolved tech-debt issues related to delaying upgrades involving Silverlight bringing the platform current to HTML5 standards enabling modern security, privacy, and technical support standards

International Expansion Program, Petco Animal Supplies, Inc

- Enabled successful market entry strategy for expansion to Puerto Rico and led 30-person project team across 23 departments to implement the pilot program
- Reporting to SVP sponsor advised on cultural, regulatory, community engagement and tax implications of international expansion
- Developed strategic partnerships with local consultants, attorneys, contractors, suppliers and vendors to deliver a 3-store market entry
- Recipient of the coveted National Results Leadership Award for delivering the project on time and budget

Unleashed by Petco – new store concept development and national rollout

- Partnered with the SVP to co-create the vision, strategy operating model, commercial proposition, brand, design and product philosophy for a new retail concept to deliver a smaller footprint brand with an elevated experience
- Led 15 workstreams across 14 departments and engaged with 90 stakeholders, including Executive and Functional leaders and external consultants
- Managed the program from POC to implementation, opening 30 stores in 7 test markets
- Delivered innovation strategies and operating models that delivered high-impact results, \$100M revenue and ROI

IBM TRIRIGA Real Estate Integrated Workplace Management System (IWMS), Petco Animal Supplies, Inc

- Industry leading enterprise software implementation: helping enterprise real estate and facilities teams automate and efficiently manage portfolios and assets throughout their lifecycle
- Streamlined accounting process in 1,350 locations, 10 distribution centres and 2 corporate support centres
- Delivered and turned around stalled project within 6 months leading resolution of complex data cleansing, migration and systems interface integration, change management and training

Human Resource Implementation – Ceridian Dayforce HCM, Petco Animal Supplies, Inc

- Reporting to SVP Sponsor lead projects teams to deliver a complex HCM T&A system on time and \$860K under budget. \$5.7M budget, 24 work stream leads, 135 Stakeholders, 1,400 locations, 25,000 users, offshore development of 20+ interfaces, HCM integrator coordination, application configuration, configured and deployed tablets/time clocks, process automation and report development, UAT/SIT testing, and ensured regulatory compliance with wage and hours laws across 50 states.

Distribution center tenant improvement and operations optimization, Leisure Living Superstores, Inc.

- Reporting to the President: Optimized operations in a 40,000sf distribution center and stood up a 13,000sf warehouse with service docks, parts depot, and narrow aisle racking system; implemented WMS system with bar coding to improve inventory controls and workflow, designed piecework compensation plan and transition to alternative 4x10 workweek, managed OSHA training and safety.

SAMPLE TESTIMONIALS

<https://www.linkedin.com/in/billtheurer/details/recommendations/?detailScreenTabIndex=0>

Tom Farello, SVP Operations: Bill has excellent project management skills. He can develop strategy as well as create initiatives and map each initiative thoroughly to ensure that all cross functional areas are aware of their impact on an initiative. His management style ensures that people are informed and know milestones for completion of projects. He collaborates well across the organization both with senior leaders, peers and with those who have been assigned to the project he is managing. He has great leadership skills.

Fred Major SVP-CIO Supply Chain: Elite project manager, business planner and thought leader. Bill's attention to detail, his ability to connect/build partnerships across the enterprise and with external partners/vendors makes him the best in the business. With Bill you get more than just a project manager, but his true value comes with the business/strategic contributions he brings to all facets of any business venture.

Phillip Hixon EVP Store Ops and Real Estate: Bill quickly aligns with and understands what is needed to operationalize and execute strategy on tight timelines. He develops rapport and trust with executive leadership and all levels of management; independently facilitates team deliverables; and pulls me in appropriately as needed and with solution recommendations in hand. I highly recommend Bill for critical initiatives, programs, and projects.

EARLY CAREER

- Director of Business Development, Finance, IT and HR, Leisure Living Superstores Inc.
- Lifecycle Operations Analyst, Rainmaker Systems Inc. National Sales Leadership Award recipient
- Class A-1 Head PGA Golf Professional and Course Operator, America Golf Inc.

EDUCATION, PROFESSIONAL DEVELOPMENT AND ACCREDITATIONS

Is curious to learn, improve, undertaking continuous learning to ensure technical, leadership and organizational skills and knowledge remain leading edge.

- BS. Business Management, San Diego State University
- PMP, Project Management Professional
- AIM/IMA Accelerated Project Implementation Methodology and Organizational Change
- Agile Software Development
- Performance 2000 Leadership, Arthur Anderson
- Artificial Intelligence Certifications: PMI-AI series, Vanderbilt University - GenAI Leadership and Strategy Specialization, DeepLearning GenAI, Google AI Essentials, AWS Generative AI with Large Language Models