

Doug Wells

929 Wiltshire Court
Saline, MI 48176

(H) 616/863-8400 (C) 248/840-3131
e-mail: doug@wells.net
website: www.doug.wells.net

Profile

Accomplished Executive with 18 years of progressive responsibilities in big 5 Management Consulting and Executive Leadership with a Fortune 500 Insurance Company. Experienced in multiple industries including financial services, automotive, consumer goods, and chemical.

- **Strong Leadership and Managerial Skills** - motivates others and establishes mutual commitment to achieve goals. Proficient in managing complex functions and projects with budgets exceeding \$15 m.
- **Communications / Relationship Management** – Able to communicate and discuss technology and business concepts at all levels of an organization. Adept at collaboration and reaching agreement with multiple parties through effective negotiations.
- **Proven ERP Management skills** – Over 8 years experience leading SAP implementations at various clients throughout the U.S. Have incorporated significant operational improvements and process redesign into these large-scale systems implementations. Well-versed in SAP product line.
- **IT Transformation and Integration** - evaluates current state, formulates strategic opportunities, obtains Senior Management support, and turns strategy into reality through rapid implementation.
- **Proven Analytical and Organizational Effectiveness** - leads operational improvement studies and large-scale systems implementations.

Professional Experience

BearingPoint Troy, MI

April 2004 – Present

Senior Manager – SAP Automotive Practice Lead and Automotive PMO Director

Leading the strategy, business development, and program management efforts for all SAP initiatives in the automotive industry for BearingPoint. Also, leading the Program Management Office for our Automotive consulting practice.

Ariel Research Corp. McLean, VA

April 2003 – April 2004

Principal – SAP Consulting Services

Provided business development and practice leadership for the SAP Consulting organization of this Chemicals Management Company.

- Responsible for growing the consulting revenue for our SAP practice.
- Account Manager on multiple large accounts (e.g. Atofina, Crompton, Dow Corning).
- Responsible for all aspects of project delivery and managing 3rd party relationships and contracts.

American Financial Group Inc, Cincinnati, OH

June 2000 – August 2002

Vice President – Business Technology Solutions

Managed an \$11.5 million budget in a \$3 billion insurance company to establish and lead the Business Technology Solutions function that leveraged available expertise and best practices within the organization. Instituted a Knowledge Management and Center of Excellence framework, led the Program Management and Process Improvement initiatives, and developed a Product Management program for large-scale information technology products. Participated as a Technology Executive Committee member.

- Implemented a 'Centers of Excellence' framework to focus technology investments across the enterprise.
- Oversaw the Program Management Office responsible for the coordination of all IT projects
- Directed Process Improvement activities from both a business process and a technology perspective.
- Led the Technology Product Management function for all emerging technology tools and products (e.g. imaging, workflow, web publishing, portal, groupware, messaging).
- Led the strategy, implementation, and usage of enterprise technology products, including FileNET, Lotus Notes, Exchange 2000, Lawson, and an Enterprise Portal Proof-of-Concept project.
- Significant internal selling of initiatives and concepts to the most senior levels of the organization.

Deloitte Consulting, Downers Grove, IL

August 1996 - June 2000

Senior Manager – Enterprise Application Integration Service Line

Provided Account Management and Program Management for multiple SAP implementations. Participated in practice leadership and business development efforts in the Midwest region. Leader in recruiting and career development of staff.

- Maintained existing client relationships and generated new business in excess of \$21 million in consulting engagement revenue.
- Led a large-scale IT transformation project for initial business unit at TRW Automotive, resulting in the development of a reusable template for the other business units to follow.
- Led the ERP proof of concept evaluation project at General Motors Powertrain, a \$28 billion tier one automotive supplier, enabling customer to incorporate decision into the strategic plan.
- Provided Account Management support of several other SAP accounts.

Deloitte & Touche Consulting Group, Oakbrook Terrace, IL

June 1995 - August 1996

Consulting Director – Enterprise Application Integration Service Line

Provided Account Management of large-scale SAP implementations. Led business development teams at existing and new accounts. Led quality assurance and overall program management of multiple SAP implementations. Also managed employee recruiting, retention, and professional staff development.

- Led business development efforts resulting in two key sales with over \$12 million in revenue.
- Participated as a member of the Leadership Team for the central region of Deloitte & Touche Consulting Group's EAI service line – a \$95 million practice.
- Led the Scoping and Planning efforts for an international company implementing all of SAP's modules (FI, CO, MM, PP, and SD).
- Assumed project management responsibilities for ERP implementation at two troubled accounts. Modified project approach, resulting in project delivered to clients' satisfaction.
- Sponsored career development programs, in partnership with Human Resources, which improved retention and enhanced staff career progression.

Deloitte & Touche – Management Consulting, Cincinnati, OH

August 1988 - June 1995

Manager - SAP Center of Excellence 1993 - 1995

Provided project management of large-scale system implementations of the SAP product. Participated in multiple sales and marketing efforts. Contributed to development of a new implementation methodology.

- Led an \$18 million SAP implementation project at a \$1 billion subsidiary of Colgate-Palmolive involving 14 consultants, 46 client personnel, 4 plants, 50 distribution centers, and all SAP modules.
- Project Manager for SAP implementation of SD, FI, MM and interfaces to legacy systems at a \$1.4 billion manufacturer in the chemical process industry.
- Selected to serve on 10-member Deloitte Consulting Management Advisory Committee, working with CEO. Contributed to the development of a stronger, more broadly accepted corporate vision.

Senior Consultant - Financial Services Industry 1990 - 1993

Conducted operational improvement reviews of several clients and performed systems implementations of both financial and manufacturing packages.

- Developed product profitability models for manufacturing and financial service industries that allowed management to better allocate capital expenditures.
- Conducted an operations review of a large financial institution, reducing loan-underwriting time by 40% and financial reporting staff by 10% for savings of over \$1.5 million.

Staff Consultant - Financial Services Industry 1988 – 1990

- Analyzed the operations and accounting processes of a managing insurance agency, providing process improvement opportunities and recommendations.
- Implemented a fixed asset package at a regional bank that improved tracking of corporate assets.

Activities & Achievements

Technology Executive Committee Member at American Financial Group
Deloitte Consulting Management Advisory Committee Member
Ohio University Corporate Leadership Fellow

Education & Professional Development

Ohio University, Athens, OH 1988
Bachelors Degree of Business Administration, Accounting

Project Management Professional Certification (PMP)
Knowledge Management Strategies (American Productivity Quality Center)
Communities of Practice 2001 (Institute for International Research)
SAP-FI: General Ledger, Accounts Receivables, Accounts Payables, XGL
SAP-CO: Cost Center Accounting, Profitability Analysis