

# TRAVIS E. SMITH

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## VICE PRESIDENT INFORMATION TECHNOLOGY

### FOSTERING IT–BUSINESS COLLABORATION ♦ DELIVERING SIGNIFICANT COST & EFFICIENCY SAVINGS

Strategic Planning — Multimillion-Dollar Budgets — Project Prioritization — Stakeholder Engagement  
Systems Integrations — Value-Added Projects — Productivity — Staff Retention & Development — Reengineering

**Strategic IT leader with CIO-level authority** for enterprise-wide technology planning and solutions that intensify cost savings, with continual refinement and improvement to IT performance. Tech MBA and cross-functional strategist adept in meeting expanding, global business demands against concurrent resource consolidation. *Able to relocate.*

### High-Return Projects, Enterprise-Level Improvements, & Business Results Include:

- Rolled out **strategic, value-added** IT software and business process reengineering innovations focused on meeting 40% projected IRR with no additional resource costs.
- Boosted efficiency and IT performance, **reducing consulting expense 650%** (\$375K to \$50K) by restructuring teams to allocate resources on high-ROI SAP initiatives.
- **Closely aligned IT and business priorities**, fostering executive participation in goal-setting during leadership meetings; laid out project progress, scheduling, and changes according to primary areas of business value.
- Built **top-notch IT teams** through coaching, leadership development, and challenging assignments.
- **Transformed company-wide forecasting and budgeting** with \$3.8M Business Intelligence and Integrated Planning solution—cutting FTE hours significantly and facilitating faster reaction to market changes.

## PROFESSIONAL HISTORY

### ABC DISTRIBUTORS, INC., Alpharetta, GA, 1999–Present

DIRECTOR, IT APPLICATIONS, 2010–Present

#### CIO-LEVEL, STRATEGIC LEADERSHIP FOR COST-SAVING AND PROCESS INITIATIVES

IT APPLICATIONS MANAGER, 2003–2010 ♦ PROJECT MANAGER, 1999–2003 ♦ BUSINESS ANALYST, 1999

#### RAPID CAREER PROGRESSION AS BUSINESS PARTNER FOR KEY TECHNOLOGY IMPROVEMENTS

**Promoted into IT leadership roles of widening scope** throughout period of global expansion into Canada and Asia, creating culture of tight business-to-IT alignment through improved communication, productivity, and attention to costs across the enterprise. Contribute to and monitor core elements of company-wide IT Strategic Plan. Supervise 6 direct reports plus 17 indirect reports, creating high-performance IT teams with new hiring practices. Manage up to \$5.5M IT spend, with input to \$23M overall technology budget.

DIRECTOR, IT APPLICATIONS, 2010–Present

- **Cut legacy support FTEs 50%** via focus on strategic, business-prioritized projects and reduce maintenance.
  - Created high-performance team structure hailed by CFO as potential model to other business units.
  - Reduced Information Technology staff numbers to 23 from 30.
- **Eliminated thousands in supply chain costs** while increasing distribution capability, championing 3<sup>rd</sup>-party, integrated SAP/EDI solution that transferred inventory, shipping, and transportation to external provider.
  - Worked closely with supply chain SVP to design and test automated receiving/shipping systems.
- **Reduced customer service headcount 67%**, implementing EDI for sales orders, ASNs, and invoices. Drove project from concept to reality in conjunction with business sponsor, resolving process inefficiencies with SAP Workflow.

DIRECTOR, IT APPLICATIONS, *Continued...*

- Led development of **end-to-end, SAP-based business intelligence system**—increasing accuracy and user confidence by replacing error-prone Excel system with SOX-compliant model allowing inter-department data flow. Nearly eliminated reliance on IT staff, adding data warehouse used for user-driven forecast reporting.
- **Strengthened IT department performance**, developing employee problem-solving skills by bringing in university training and personality assessment tools.
  - Improved staff satisfaction and retention with focus on valuable career-building assignments.
  - Les cross-functional HR/IT telecommuting policy development effort *used as model throughout company*.

## IT APPLICATIONS MANAGER, 2003-2010

**Headed Finance technology support**, with authority for sales, distribution, and billing, including EDI architecture, development, and support. Oversaw 9 direct reports on 2 technology teams.

- **Brought Canadian acquisition under IT umbrella** with minimal support requirements, reviewing strategic requirements with Controllers, Plant Managers, and business heads to address processing requirements.
  - Coached project managers through SAP implementations, incorporating complex currency changes and company codes representing firm's first foray into intercompany automation.
- Co-managed IT budget with CFO and VP Supply Chain—leading needs analysis and project prioritization.

## PROJECT MANAGER, 1999-2003

**Quickly promoted to SAP implementation and project management roles**, administering multimillion-dollar budgets and directing up to 40 team members on numerous upgrade, full-lifecycle implementations, and module/application (Transportation Manager/Optimizer, Modeler, SD) installations.

- Instrumental in guiding **SAP upgrade** from 4.0b to 4.7 (with 2010 upgrade to ERP 6); spearheaded project planning, budget, external resource management, and start-to-finish implementation.
- Leveraged project management systems to control, schedule, manage, and anticipate project completion. Formulated project plans, with status, issue, milestone, and completion reports to sponsors and executives.

## BUSINESS ANALYST, 1999

**Supported SD development**, developing program specifications, systems documentation, and user training materials, with focus on pricing, transportation management, and SIS reporting.

**JOHNSON FORMULATIONS, INC.**, Houston, TX, 1996–1998

SAP R/3 ANALYST, 1998 ♦ SENIOR PROGRAMMER/ANALYST, 1996–1998

**ANALYSIS & REENGINEERING OF BUSINESS PROCESSES, PLUS DATA WAREHOUSE REDESIGN & TOOL SUPPORT**

**As Orders to Cash team member**, collaborated with stakeholders to ensure prototype accuracy. Partnered with ABAP programmers as primary database mapping architect for SAP R/3 system and developed conversion documents. Designed data warehouse for redesign project, with charter for requirements, development, and user reports. Managed configuration, security, performance, and SQL query writing for MS SQL data warehouse.

*Previous Experience:* SYSTEMS DEVELOPER/CONSULTANT ♦ **MBG Consultants, Inc.**, Dallas, TX

## EDUCATION

**Texas A&M University**, College Station, TX

**Master of Business Administration (MBA) – Concentration in Management Information Systems**

**University of Colorado**, Boulder, CO

**Bachelor of Science in Biology**