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IT PROGRAM DELIVERY EXECUTIVE | ERP Strategy | Digital Transformation

SAP Program Director | S/4HANA & SuccessFactors | \$10M–\$40M Enterprise Programs | Global Delivery & Margin Ownership

Experienced IT Program Delivery Leader with over 25 years delivering large-scale ERP programs for Fortune 500 companies. Known for bridging business strategy with enterprise technology implementation, program governance, risk and dependency management, executive reporting, and cross-functional delivery using Agile, Waterfall, hybrid, and SAP methodologies. Recently expanded into AI-enhanced content, chatbot design, and creative problem-solving through custom GPTs, AI-generated visuals, and interactive web development.

- 25+ years in program management, implementation, consulting, account management, sales, and service including managing cross-functional onshore and offshore resource management and 3rd-party vendor management.
- 15+ years implementing large-scale ERP and Cloud initiatives including HR, CRM, O2C, Finance, Procurement and B2B systems. Defined roadmaps, built, and executed integration strategies across platforms.
- 15+ years implementing via various project management methodologies including Lean, Waterfall, SCRUM, Kanban, Rapid Prototyping and XP.
- 7+ years in software sales, engagement management, standard and premium support, and outsourcing services.

Core Competencies

- ERP & SaaS Program Management (SAP ECC, S/4HANA **exposure**, SuccessFactors, Salesforce)
- SAP Modules: **MM, FI/CO, SD, EWM, HR, CRM, Transportation, Retail** | SAP Workflow & Integration
- Led global SAP ECC, HANA, and early S/4HANA migrations across Finance, HR, and BPC for T-Mobile, Chevron, and Honda Motors of America.
- Strategic IT Transformation & Change Management | Program Governance | ITIL-aligned service delivery | Risk & Dependency Management
- Regulated Industries: **Pharmaceuticals (FDA/GxP), Oil & Gas, Utilities**; plus retail, telecom, automotive
- **AI & Creative Tech:** Generative AI • Custom GPT Development (catalog in process) • AI Graphics (Midjourney, Krea, Ideogram) • Website Development (Wix, Canva) • Social Media Content Planning & Creation
- Cross-Functional Team Leadership | Process Improvement | Vendor & Offshore Delivery Management
- Program and Project Budgeting, Forecasting, Executive Reporting & Stakeholder Management
- Certifications: PMP | CSM | CSPO

Professional Experience

Broadreach IT | Senior IT Program Delivery Manager | 2016 – Present

Oversee business development, negotiation, and implementation of initiatives to increase program saturation and maturity. Lead efforts to drive revenue and manage margin achievement through improving project execution processes. Develop revenue forecasts, watch budgets, and devise program management plans.

- Accountable for \$10M+ enterprise ERP & SaaS programs, including margin, staffing, risk, and executive governance
- Served as executive program owner for SAP, SuccessFactors, and cloud-integrated transformations across Finance, HR, Procurement, and CRM.
- Delivered enterprise ERP and SaaS implementation programs using Agile, Waterfall, and hybrid delivery methods.
- Owned staffing, performance management, and utilization across global onshore/offshore ERP teams (up to 60+), including role assignments, vendor coordination, delivery performance, and executive escalation.
- Managed stakeholder alignment, vendor relationships, dependencies, and cross-functional teams across business and technology organizations and time zones.
- Applied AI tools to enhance executive communication and strategic content delivery.

- Exceeded utilization goals by effectively controlling PMO headcount.
- Coached and guided senior managers to improve effectiveness and policy enforcement, resulting in improved employee job satisfaction and higher performance levels.
- Owned and prioritized product backlog.
- Collaborated with development team on all IT Program services and tasks.
- Acted as customer escalation point within Customer/Vendor delivery organization.
- Led efforts to drive revenue and manage margin achievement through improving project execution processes.
- Developed revenue forecasts, monitored budgets, and devised program management plans.
- Program and Project Oversight and Delivery ownership.
- Worked with Key accounts including Costco, REI and Puget Sound Energy.
- Drove process improvements, documented best practices, and fostered collaboration.
- Developed and implemented sales and support processes for new program prospects and growth opportunities.
- Identified opportunities with prospective clients, developed adoption and client expansion plans.
- Met regularly with CEO and leadership teams to review/coordinate sales/support efforts.

Key Customer Projects:

- Costco migration to cloud HCM solution SuccessFactors including integration with on-premise Full Financial Systems for US and Canada.
- T-Mobile B2B development of payment portal for vendors and integration to backend systems for Procurement and Financials.
- Globys B2B migration from a reporting solution to a full Payment solution working with 18 of the largest Telcos across the US, Canada, Australia and Dubai.
- Puget Sound Energy large-scale cross-functional upgrade and implementation across Finance, budgeting, CRM, and HR systems.

Additional Focus:

- Applied ITIL-aligned service delivery, governance, and change/risk/dependency management practices across ERP/SaaS programs.
- Directed ERP delivery across **SAP workflows and modules** (MM, FI/CO, SD, HR, CRM).
- Oversaw projects in **regulated industries** (utilities at PSE) with compliance frameworks.
- Leveraged AI to modernize program reporting and stakeholder communication.

Masterfully Social | Owner, Program Delivery Director & AI + Digital Solutions Consultant | 2022 – Present

Founded and built Masterfully Social from the ground up, applying years of AI study and hands-on practice. Grew the company from website development into AI graphics, generative AI, and custom GPT development, while creating branded digital assets and publishing *AI Demystified*. Deliver tailored solutions across industries and passions, blending program delivery expertise with AI-driven innovation.

- Built branded websites (Farm Fare & Floral, Masterful Charcuterie, ChristiMcLean.com), including online bookings, stores, and galleries.
- Created AI-generated visuals and branding using Midjourney, Krea, and Ideogram.
- Developing a **catalog of custom GPTs** for **Real Estate, Event Planning, Business Transformation**; Education use cases in process.
- Authored *AI Demystified* and began a 10-book AI Learning Guide series.
- Delivered social media strategy kits, caption kits, and automation setup for small busine clients.
- Generated weekly/monthly/yearly social media calendars and headlines for posting across Facebook, Instagram, X, Pinterest, TikTok.
- **Denali collaboration:** Co-developed workforce-management case studies and executive assets showing how AI improves staffing utilization and delivery efficiency.

SAP America / SuccessFactors | April 1999 – August 2016

Presales SAP SuccessFactors Engineering Specialist, SaaS | May 2015 – Aug 2016

Served as program management business partner to sales specialists targeting Fortune 500 firms. Scope encompassed prospect qualification, strategy definition, and C-level sales presentations. Responded to RFIs/RFPs, analyzed requirements, and proposed optimal solutions. Expanded existing client base and nurtured partnerships.

- Supported Presales leadership in growing the team through training and mentoring.
- Implemented stronger processes, documented best practices, and drove collaboration.
- Provided ongoing technical and functional support to qualified prospects.
- Positioned SAP HCM with **compliance/governance focus** for pharma and regulated clients.

Sr Program Manager | Engagement Architect | Mar 2010 – May 2015

Directed program management and business development for SAP premium support services, global support agreements, and SAP tools to enterprise customers, including T-Mobile, Chevron, and Honda Motors of America.

- Directed strategic programs for global enterprise clients.
- Executed global rollouts of SAP (ECC, HANA, BW, SuccessFactors, BPC).
- Led SAP ECC → HANA → S/4HANA transformation programs including Finance, BPC, BW, and HR integrations across Japan and North America.
- Led program budgeting, delivery strategy, quarterly executive reviews, and hands-on program tracking/reporting through SAP proprietary project portals supporting executive dashboards, presentations, hours, expenses, requests, and delivery status.
- Cultivated and maintained \$10M book of business; achieved 135% of targets.
- Delivered global rollout of SAP in Japan and US with high-volume data migration and Finance/BPC.
- Formulated strategy to capture multiple 3-year renewals with increased contract values each renewal cycle.
- Conducted quarterly governance reviews with executive sponsors.
- Exposure to **SAP S/4HANA migration and integration**.
- Applied **ITIL-aligned governance** across global programs.
- Delivered in **regulated industries** (oil & gas, automotive, utilities).

Client Partner | Sr Program/ Vendor Manager | Nov 2006 – Mar 2010

Advanced to lead business development for SAP consulting services for T-Mobile, Ingram Micro, Oakley, PACCAR, and Johns Manville.

Commercial & P&L Ownership

- Owned \$10M–\$15M annual SAP portfolio across enterprise clients
- Delivered 54% margin while exceeding 135% of revenue targets
- Negotiated contracts, renewals, and vendor delivery models
- Administered \$10M book of business for both Fixed Fee and T&M projects.
- Admitted to Winners' Circle and developed pipeline worth 3x quota.
- Oversaw vendor negotiations and contract execution for ERP rollouts.
- Delivered across **SAP modules** (MM, FI/CO, SD, HR, CRM, Retail).
- Directed delivery in **regulated industries** (oil & gas, telecom).
- Applied **risk management frameworks** to safeguard program success.

Sr Project | Program Manager | Dec 2005 – Nov 2006

Orchestrated simultaneous projects (\$2M–\$20M) covering budget development, project tracking, risks, dependencies, executive reporting, and delivery.

- Directed R/3 upgrades and implementations including CRM (My T-Mobile.com relaunch), IS-Retail, Oil & Gas, SRM, CLM.
- Applied solution roadmapping, project planning, budgeting, resource management.
- Delivered **SAP workflow improvements** across CRM and supply chain.
- Ensured compliance alignment for **oil & gas and retail**.

Sr SAP HCM Consultant | Apr 1999 – Dec 2005

Directed SAP HCM implementations (PA, OM, Benefits, Payroll).

- Directed 6+ full life cycle HCM implementations.
- Led staffing models, role assignments, and performance management for SAP HCM delivery teams while ensuring payroll, benefits, and compliance systems met regulated-industry standards.
- Formulated implementation roadmaps and managed testing/integration across HCM and third-party systems (SuccessFactors, ADP, Kronos).
- Conducted knowledge transfer and escalated issue resolution.
- Delivered **compliance-aligned payroll/benefits programs** in regulated industries.

Boeing | Business Financial Analyst – 757 Final Assembly | Sept 1997 – Apr 1999

Performed labor forecasting and financial reporting for final assembly of 757, developing 20-year manufacturing plans.

- Led labor forecasting and cost modeling.
- Applied Lean Manufacturing principles to reduce inefficiencies.
- Supported forecasting, planning, ERP/financial system testing.
- Facilitated Lean workshops to drive cost reduction.
- Selected for Management Development Track.
- Operated in **regulated aerospace/manufacturing** environments.
- Applied **government accounting principles (grants, budgets, cash accounting)**.

Education & Certifications

- **MBA, Finance & IT — University of Washington**
- **MS, IT Project Management — Capella University**
- **BS, Marketing & Business — Central Washington University**
- **Certificates:** Generative AI: Introduction & Applications (IBM) • AI Fundamentals for Non-Data Scientists (UPenn) • Generative AI for Project Managers (IBM)
- **Certifications:** PMP (expired) | CSM | CSPO

Tools & Technologies

SAP (ECC, HANA, BW, SuccessFactors) • SAP proprietary program-management/reporting portals • Salesforce • Workday • Jira • Confluence • AI Tools (ChatGPT, Midjourney, Krea, Ideogram) • Wix • Canva • MS Project

Awards & Recognition

- President's Circle — SAP Americas
- Winners' Circle — SAP Americas

Projects & Publications

- **Author:** *AI Demystified: Master AI Like a Jedi—One Hour a Day*
- AI Learning Guide Series (10 titles, in progress)
- Websites: Farm Fare & Floral • Masterfully Social • Masterful Charcuterie • ChristiMcLean.com
- AI Visual Portfolios: Midjourney • Krea • Ideogram
- Custom GPT Catalog (in development) for ERP/AI program support