

MICHAEL T. FREEMAN

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Areas of Expertise

Executive Leadership & Supervision

Strategic & Tactical Planning

Continuous Process Improvement

Cost Takeout Strategies

Business Process Rationalization

Process Mapping & Reengineering

Multimillion-Dollar Revenue Growth

Global Business Development

Turnaround Management

Work Breakdown Structure (WBS) & Gap Analysis

Cost/Benefit & Business Analysis

Supply Chain Management

CRM & ERM Solutions

C-Level Presentations & Proposals

Complex Negotiations

Business Case Development

Sales Channel Management

BUSINESS OPERATIONS EXECUTIVE ½ CONSULTANT

- **MBA with more than 15 years of diverse industry management experience**, a “Big 4” consulting background, and a strong “hybrid” skill-set encompassing leadership of fiscal, general, sales, and marketing operations. Highly regarded by business partners, clients, and executive teams as a key advisor, creative problem solver, skilled leader, and astute process and business analyst.
- **Expert in process improvement, turnaround management, and business development strategies for Fortune 500 companies, global operations, and startup entities.** Proven success providing “change agent” leadership eradicating nearly half (48%) of former business write-offs, reducing DSO by 56%, minimizing cycle times by 53%, generating multimillion-dollar contract wins, and capturing profit margin improvements of over \$7MM – all within minimal timeframes.
- **Adept negotiator and relationship builder;** guide executive teams through complex dealings, secure favorable terms, cultivate strategic partnerships, and fuse disparate interests for win-win outcomes.
- **User and innovator of technology,** with solid understanding of its relationship to strategic business interests.

Professional Experience

CONSULTING COMPANY LLP – Seattle, WA

International professional services/consulting firm and member of the “Big 4,” specializing in assurance, tax, and risk advisory services for Fortune 500 clientele.

Assurance Development Manager, 2002 to 2003

Challenged to lead business development efforts across a wide range of vertical markets. Identified and qualified new industry and company targets, cultivated relationships with C-level executives, defined and scoped business needs/challenges/requirements, and developed/delivered business proposals and boardroom presentations. Supported internal partners and senior managers in closing new business. **Selected Achievements:**

- **Positioned operation for lucrative expansion** into new or under-represented industries. Succeeded in establishing key relationships with CIO/senior-level managers within Fortune 500/global companies and a diverse array of vertical markets (e.g. high-tech, communications, telco, F&B, retail, publishing, manufacturing).
- **Delivered series of executive-level proposals fueling \$750K pipeline** with a leading international publisher. Devised customized solutions addressing business challenges related to Internet fraud, financial forecasting/budgeting/month-end-close process improvements, and elimination of work redundancies.
- **Improved KPMG’s market traction** with mid-sized (\$400MM to \$1B) companies, gaining inroads with this sector anticipated to drive future five- and six-figure business. Generated strong, sustained interest from prospects for proposed ERP and Oracle system follow-up studies designed to maximize client ROI from these technology investments.
- **Leveraged strengths in CRM and supply chain logistics** to advise clients on effective improvement solutions to same, winning strong praise from business partners for depth, usefulness, and quality of advice.

ABC COMPANY, INC. – Bellevue, WA

Global IT services provider offering integrated technology and process-related business solutions (e.g. management consulting, infrastructure design, and ERM/CRM/SCM systems).

Senior Manager, 2000 to 2002

Developed new and expanded existing business through performance of needs analysis, solution proposals, and partner relationship building at the executive level. Advised clients in industries including medical, financial services, manufacturing, and real estate. Held full P&L accountability for \$5MM base of accounts. **Selected Achievements:**

- **Negotiated, structured agreements, and closed \$2.2MM in new business** with medical manufacturing/services entities. Outperformed revenue target by **122%**.

ABC COMPANY, INC. – *continued*

- **Achieved a goal-surpassing 30% gross margin** across entire portfolio of accounts managed, delivering sustained revenue base of \$5MM.

A SOFTWARE COMPANY – Seattle, WA

German-based Internet/e-commerce software developer.

Vice President – Operations, Marketing, and Sales, 1999 to 2000

Recruited to launch all logistical/tactical aspects and marketing/sales/customer facing activities for startup of U.S. operations, with charge to locate, open, staff, and supervise offices in Seattle and New York within minimal timeframe. Directed strategic planning, budgeting, and P&L management for \$2MM U.S. operations and collaborated closely with German parent-company executives. **Selected Achievements:**

- **Opened bi-coastal U.S. operations on schedule and under budget.** Recruited/trained/supervised a top-tier, 15-member team; designed internal systems, infrastructure, processes, and policies; and developed all business process workflows including sales, customer care, and shipping.
- **Strategized and implemented high-impact marketing plan;** developed all supporting collateral (print and online delivery); and managed launch of \$500K marcom, media, website, and tradeshow/special event campaign initiatives.
- **Personally requested by CEO to assume expanded role over all sales functions.** Led sales team in all business development efforts that effectively generated 1,300 qualified leads.
- **Provided the operational, marketing, and sales leadership that produced 77 cross-industry partner and distributorship agreements** within first four months of U.S. venture launch. Overcame challenges of lagging product developments, lack of priced options, and differences in German vs. U.S. market approaches in building these alliances.
- **Served on executive team contributing to the successful initial public offering (IPO)** of company in Germany. Assisted in roadshow efforts and creditor relations/presentations.

ZYX COMPANY – Bellevue, WA

"Big 4" consulting firm providing professional services to Fortune 500 companies.

Consultant, Strategy / Organizational Change Practice, 1997 to 1999

Analyzed client business processes to identify process gaps, areas for improvement, and financial impacts. Evaluated issues, developed recommendations and implementation strategies, and presented findings to senior management. Interfaced with all client organizational levels, from end-users to senior executives. Served as project leader over numerous engagements – determined workflow schedules; managed timelines/cross-functional project teams; and ensured high-quality deliverables, optimal client satisfactions, and profitable results for both ZYX and its customers. **Selected Achievements:**

- **Jointly directed intensive process mapping and scoping study** for leading regional utility that uncovered series of credit/collections process inefficiencies and corresponding opportunities for substantial profit/productivity gains. Efforts produced **\$500K follow-on contract** and subsequent assignment to lead all aspects of project and internal/external teams, with outcomes including:
 - **A 48% reduction in client year-end write-offs for a \$7.5MM bottom-line improvement** in year one alone.
 - **A day sales outstanding (DSO) decrease of 56%** (from 45 to 20 days).
 - **Mobilization of credit-control taskforce and re-energizing of 105-member workforce** by clarifying responsibilities; defining performance measurements; and launching new, fully integrated, active coaching process.
 - **Division-wide implementation of quick-win process solutions** that prevented front-end fraudulent applications, collected on past-due accounts, enabled debt recovery from both inactive accounts and prior write-offs, and negotiated streamlined payment arrangements with payors. Initiatives combined to deliver a **seven-figure cash-flow surge.**
- **Held primary project management role in two scoping/process studies** for regional Bell operating company's credit and collections divisions.

ZYX COMPANY – *continued*

- **Performed end-to-end analysis** of credit vetting and collections process as well as procedures involved in the disconnection, reconnection, tracking of, payment agreements between, and agent interactions with delinquent customers.
- **Devised multi-phased improvement plan addressing all of the preceding processes**, identifying instances of internal best practices and structuring coaching/training initiatives to enable their replication organization-wide.
- **Evaluated sales and order-entry processes for major long-distance provider's local operations.** Conducted thorough evaluation through interviews with all staff levels across multiple sites to pinpoint improvement strategies that won high client accolades:
 - **Provided telco with new process methodology enabling a 53% reduction** in installation intervals.
 - **Equipped client with the tools and tactics** to produce faster revenue collections and provide better service to customers.

PCM – Seattle, WA

Multinational telco provider of long-distance and data networking services.

Global Account Manager, 1993 to 1997

Developed new business and sold "deeper" into existing account base through diligent efforts in prospecting for, qualifying, and winning corporate accounts. Identified decision makers, performed needs analysis, prepared proposals/RFP responses, made presentations, and closed business. Built and nurtured executive-level relationships. **Selected Achievements:**

- **Exceeded quota every year of tenure**, averaging **\$1MM** in new services sold per annum.
- **Restored fractured relationships and rebuilt loyalty and trust** with existing/former accounts to win back business and avert the threatened loss of other key accounts.

BIG BUS TOURS, INC. – Everett, WA

Operator of educational and recreational guided bus tours for school-age children.

Director of Operations, 1989 to 1993

Managed all fiscal and general operations, with responsibility for P&L, marketing/sales, fleet maintenance, vendor-program management, passenger safety, tour-guide training and supervision (20 staff), and smooth functioning of daily activities.

- **Modernized operations and increased productivity** through automation of all accounting, purchasing, and passenger-management systems.
- **Doubled revenues and dramatically improved margins** through leadership of strategic growth plan, adept negotiations with vendors/suppliers, and business development efforts.

BEST SOFTWARE – Beaverton, OR

Software developer/manufacturer of computer-based calligraphy systems.

Manager of Customer Care, 1986 to 1989

Mentored, trained, and oversaw team of customer care and technical support professionals. Conducted all corporate training sessions on use of system, leading presentations to stationary/calligraphy outfits. Additionally managed all tradeshow, shipping, and light-manufacturing resources.

- **Improved efficiency** (cycle time acceleration of approximately 75%), **minimized costs, and strengthened controls** through design of multiple system/process improvements.
- **Launched three new software releases** that each outperformed projections, with full lifecycle leadership role over all phases (e.g. technical manual writing, software beta testing, production, packaging, and rollout/distribution).

Education

WASHINGTON STATE UNIVERSITY – School of Business – Seattle, WA – **MBA**, 1997

BELLEVUE COLLEGE – Bellevue, WA – **BS in Entrepreneurial Studies**, 1986

Technology Summary

MS Office Suite
(Word, Excel,
PowerPoint,
Outlook)

Internet Explorer

Siebel CRM

Quicken

Windows
NT/2000/98

Palm OS

Of Note

Current WA Real
Estate License

Available for
Extensive Travel