



# SHAWN STONE

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*Dual Citizen ship (USA & Belgium) – authorized to work in the USA & all EU countries  
Permanent Residence + Work Authorization Status (Norway) + VISA for Russia (valid through June 2019)*

## EXECUTIVE SUMMARY

I am a high-energy, deep & broadly skilled IT professional with a curious, ambitious, and collaborative nature who seeks to leave everything & everyone I touch with a sense of satisfaction, stewardship, and pride. I believe I possess the necessary leadership skills, flexibility, tenacity, and eagerness to continue growing professionally & personally to collaborate compassionately with my peers towards achieving greater benefits, success, and satisfaction for any initiative we may work with. I'm also the proud father of 3 bright and tenacious teenage daughters, so clearly anything is possible. Hard work = no problem. Challenging problems = great opportunities.

My work experience is summarized by 26 years collectively spent in international IS / IT Consulting (with Accenture, EDB, EVRY, and as a freelance SAP/ERP Consultant & Senior Project & Program Manager), as well as having been an Electrical/Computer SW designer & Engineer. The last 24 years has been largely focused on SAP implementation planning, execution, and Application Management Services delivery, with functional skills in the Supply Chain Areas such as Material Management (MM), Production Planning (PP), and Sales & Distribution / Logistics Execution Systems (SD/LES). In addition to having run many smaller projects, I have managed larger (e.g. ≤ \$15M USD) program initiatives with teams of up to 100 persons spanning IT organization resources, business stakeholders, 3<sup>rd</sup> party consultants, system integrators, and SW providers (including Multi-Vendor Collaboration, MVC, requirements) across all phases of the implementation life cycle. My experience is comprehensive and derived from 26 projects across 17 international clients (including 16 different SAP implementations) addressing both the Functional (Business & Process Improvement), as well as Systems (Technical) dimensions. I am experienced in all aspects of Change Management (i.e. training, business readiness, & stakeholder management). I've led and/or participated in every phase of the Software Development Life Cycle (SDLC) including blueprint, design, build, test, conversion, cutover & upgrade, training, post production / application management support and benefits realization, as well as in SAP System Landscape Optimization (SLO) initiatives. My professional history spans several Project Management & implementation methodologies, as well as with both Waterfall & Agile delivery methods.

In addition to IT Project & Program Management, over the past 7 years, I have also been responsible for multiple Application Management Support (AMS) organizations in complex environments, including being the overall ERP System Owner & IT Operations responsible for a large Oil & Gas division of General Electric (GE), in Norway. As consequence of that, and recent experiences within Yara International, significant additional skills & experience have been acquired regarding Infrastructure, Security, Technical Change & Asset Management, as well as IT Service Delivery & Commercial Procurement in alignment with ITIL processes.

## ACADEMIC & PROFESSIONAL EDUCATION

### UNIVERSITY OF SOUTHERN CALIFORNIA (USC):

***Bachelor of Science in Electrical and Computer Engineering***  
(BSEE/C - Computers/Systems emphasis); graduated with **Cum Laude** honors in 1992  
Los Angeles, California (USA)

### SAP TRAINING:

SAP EBP v3.5 (*Enterprise Buyer Professional*) Certification School, SAP R/3 MM & PP Certification School (*also instructed this training*), SAP R/3 FI/CO Certification School, SAP R/3 PM Delta Training School, SAP R/3 Train the Trainer Course, Solution Manager SM100 (SolMan Config. for Operations) & SM200 (Change Request Management / ChaRM & Service Desk Configuration) plus SAP Sapphire Conferences (1999 in Nice, France & 2011 in Madrid, Spain)

### COURSEWORK IN METHODOLOGY & INDUSTRY:

Computer Application Programming School, Business Practices School, Systems Installation School, Systems Analysis and Design School, MAC-PAC/D Features & Functions, Integrated Supply Chain Management (SCM), Fulfill Demand – Supply Chain Management School

### COURSEWORK IN MANAGEMENT & PRODUCTIVITY BEST PRACTICES:

Effective Business Writing, Issue-based Problem Solving, Project Planning & Estimating, Controlling Time & Stress, Spirit of Facilitation, Management & Leadership, Relationship Management (*J.M. Perry*), Effective Communication Through Listening, Communications Tune-up (*J.M. Perry*), Principle-Centered Leadership (*Stephen Covey*); LEAN Project Management methods coupled with Kaizen continuous improvement techniques

## CERTIFICATIONS

- SAP R/3 Materials Management & Production Planning (MM/PP) Certification – also instructed this certification course several times
- SAP EBP v3.5 (*Enterprise Buyer Professional*)
- CPIM: Certification in Production/Inventory Management (*APICS–The Educational Society for Resource Management*); ongoing
- AGILE: Certified Scrum Master, 2012

## TECHNICAL SKILLS

### Project Management:

ERP / ECC Systems Development, Implementation, Support, & benefits delivery; Implementation Methodologies (SAP's ASAP / RunSAP & Accenture's Method R/3). Certified SCRUM master. PMP accomplished

### Programming Languages:

SAP's ABAP/4, SAP GUI XT Suite, BASIC, COBOL I/II, FORTRAN, PASCAL, C, & Assemble

### Operating Systems:

Windows –10-8-7-Vista-XP-2000-NT-98-95, MS-DOS, UNIX, Mentor Graphics & Sun Microsystems

### Application Software:

SAP R/3 & ECC 6.0 (15 years SAP MM + SAP WM & EBP + SAP Solution Manager (SolMan), EP, SAP SLO, (Systems Landscape Optimization), Lotus Notes, MAC PAC/D, Mentor Graphics CAD & Simulation, AutoCAD, Microsoft (Access, Project, Excel, Word, PowerPoint, SharePoint, full MS Office Suite through v2016)

## PROFESSIONAL EXPERIENCE

*Working as Consultant, Independent Contractor, & Employee – multiple clients, industries, counties, end-customers, & projects (1988-2018)*

**YARA International ASA** ([www.yara.com](http://www.yara.com)) – as employee, September 2014 to present, February 2018)

Oslo, Norway

*Yara's knowledge, products and solutions grow farmers', distributors' and industrial customers' businesses profitably and responsibly, while protecting the earth's resources, food and environment.*

**Current Position Held:** Program Manager, Supply Chain Projects, IT Project Office

**IT Project Manager, PRISMA Project Transition & Transformation – Norway**

- Represented Yara interests regarding Transition & Transformation in a large, competitive, contract negotiation to establish new, long-term agreements for main corporate Hosting & Application Management Services. Effort is ongoing and moving forward successfully with expectation to conclude negotiations within Q1 2018.
- Upon completion of the Tendering phase, Shawn is planned to assume overall Program Management responsibility for the successful delivery of the overall Transition & Transformation Program during 2018-2019 and secure Yara's future with modernized IT infrastructure, positioned to help support the evolving and dynamic digital agenda.

**IT Project Manager, SAP Migration Project, Animal Nutrition – Norway**

- Successfully managed the migration project to move the Animal Nutrition (Industrial) Business unit from legacy ERP system to the corporate SAP system (YSAP) in 7 months from Blueprint through “go-live” and post-production support phases, on time, substantially under-budget, with zero open defects at Operational handover, and High customer satisfaction result. This required coordination of 3<sup>rd</sup> party consultants, the systems integrator, Yara IT support staff, as well as all business stakeholders & end-users.

**IT Project Manager, SCP (Supply Chain Project) – Norway**

- In collaboration with the Business Project Manager, successfully managed the IT & Process Blueprinting phase for the SCP project; an initiative which had been started & failed 2 prior attempts over the preceding 3 years. This was the largest IT project of its kind in Yara history at the time, included 7 functional work-stream tracks, and had a project team exceeding 100 active participants at its peak with representatives from the business, IT, 3<sup>rd</sup> Party System Integrator, and SAP as a software supplier.

**GE Oil & Gas, Subsea Systems** ([www.ge.com](http://www.ge.com)) – as employee, March 2013 to September 2014)

Oslo, Norway

*At Subsea Systems, we engineer, manufacture and deliver high quality and ultra-reliable equipment and services to partner with our customers to power the world's subsea industry.*

**Last Position Held:** IM Leader Business Solutions – Senior Professional Band (SPB)

**ERP System Owner & Overall IT Responsible – Norway**

- Managed & coordinated a team of local, offshore, business, and 3<sup>rd</sup> party consulting partner personnel to stabilize, run, support, and continuously improve a complex & significantly enhanced SAP system landscape which was the primary ERP solution for the GE O&G, Subsea business in Norway. Responsibility spanned two P&L's including Manifolds & Connections business, plus

**EVRY** ([www.evry.com](http://www.evry.com)) – 2007-2009 as Contractor, as employee 2009 to 2013)

Oslo, Norway

*One of the largest IT consultancies in the Nordic region, with more than 6000 employees.*

**Last Position Held:** SAP Solution Architect & Sr. Project Manager within the SAP AMS team

**SAP Project Manager (ERV Solution Application Management team) – Norway**

- Led team of client, consulting, partner, & 3<sup>rd</sup> party resources (onshore & offshore) to stabilize and run very complex & highly enhanced SAP system landscape including ERP/ECC, BW, PI/XI, BI/BW, & SolMan as Operations & Tech. Integration Team leader

**SAP Project Manager (Hydro Aluminum, Application Management, Exit Project) – Germany/Belgium/Norway**

- Led team (including EDB & IBM) through the handover/exit from complex AMS services contract to Accenture (Offshore)

**SAP Project Manager (Hydro Aluminum, SS&T SAP Solution Manager Implementation Project) – Germany/Norway**

- Led team of client, consulting, partner, & 3<sup>rd</sup> party resources to implement SAP Solution Mngt as new Application Mngt platform

**SAP Project Manager (StatoilHydro SAP P03 Technical Upgrade, Test Execution Team) -- Norway**

- Led team of 22 experienced SAP Consultants to conduct extensive Testing effort on StatoilHydro's primary ERP system in support of the successful Technical Upgrade from v4.6c to ECC 6.0. At the time, this SAP System was the most highly modified SAP system in Norway; according to SAP.

**SAP Project Manager (Hydro IS/IT Split project, HITS Program) -- Norway**

- Supported several initiatives related to the Split of Hydro Oil & Gas business units from Hydro to StatoilHydro. This included:
- Managing Multiple SAP SLO (System Landscape Optimization) service projects across different Production SAP systems
- Assisted with Assessment of 85+ SAP systems within IS Partner / Support landscape for Tech. Architecture impacts due to Split

**COCA-COLA DRIKKER A/S NORGE (2005 to 2007)**

Oslo (Norway)

*World's most recognized Beverage Brand (Norwegian Bottling & distribution function)*

- **SAP Optimization & Benefits Realization Project Leader**
  - Managed initiative to assess the status of a mature SAP implementation while identifying key opportunities to re-engineer key processes to better leverage SAP Capabilities for increased business efficiency & to improve IT/Business collaboration.
  - This included the implementation of several specific "Quick-Win" opportunities that could be addressed within the available time/budget framework. Also included was an evaluation of the Application Management & Support structure, as well as the revitalization of the "super user" concept & enhancing company awareness of SAP principles & capabilities.
  - Designed a training program to bring all SAP "super users" to a more common knowledge level, enabling them to not only better troubleshoot issues themselves, but also communicate them effectively to internal & external SAP support groups.
  - Several other project initiatives were then successfully executed (related to the assessment blueprint), primarily in the Supply Chain area (eg. Procurement, Requirements planning, & Inventory Control)

**PRG-SCHULTZ (2004 to 2005)**

Atlanta (Georgia, USA) & Oslo (Norway)

*World leader in Recover Auditing*

- **SAP/ERP Global Advisor & Project Leader**
  - Managed initiative to develop, implement, & rollout a new tool & standards to support global Data Extraction & Analysis of key SAP Audit data from PRG-S clients. Managed SAP relationship with 60+ clients on 4 continents.
  - Trained Data Acquisition personnel on SAP capabilities and key Audit/Technical considerations.
  - New tool helped achieve audit recoveries across multiple clients exceeding 50M SEK within first 6 months of use

**ABB OFFSHORE SYSTEMS (2002 – 2003)**

Oslo (Norway)

*International manufacturer of offshore drilling and exploration equipment*

- **Lead SCM Consultant & Project Advisor (to IBM Norge)**
  - Managed all Supply Chain Management (SCM) design activities, including all MM/WM (Warehouse Management) & PP detailed System Configuration/Customizing and Testing, as well as oversight responsibility in SD area of the solution.
  - As an Independent Contractor, managed and mentored team of ~10 client and IBM personnel through the full lifecycle implementation utilizing ASAP and IBM Project Methodologies. Finally, executed successful handover to run organization.

**ACCENTURE (1992 – 2001)**

– 11 different clients (listed below), many more projects

Los Angeles, California (USA)

- **Varying positions from Programming Analyst through Senior Project Manager to the companies listed below**

*International Management Consulting industry leader*

☒ **ERICSSON WIRELESS (2000 – 2001)**

Dallas, Texas & Southern California (USA), Stockholm (Sweden)

*International manufacturer of telecommunications and mobile cellular equipment*

- **Project/Integration Manager – SAP R/3 Implementation, Business & Application Integration:**
  - Managed team of ~40 Client & Accenture personnel establishing Accenture's "Assignment Agreement" framework, defining & managing against high level Project Workplan, staffing Accenture project resources, coordinating with other programs & project teams internationally, while establishing a Project Office Framework including Change Control procedures for ~\$12M (USD) project.
- **Change Manager**
- **Interim Project Manager for Configuration Management Tool (CMT) Development Project**

☒ **NOKIA MOBILE PHONES (NMP) (1999 – 2000)**

Helsinki (Finland)

*International manufacturer of telecommunications and mobile cellular equipment*

- **Certification Training Project Manager & Lead Trainer for SAP Certification** (to 150 client IT staff)

☒ **BRITISH AMERICAN TOBACCO (1997 – 1999)**

(Germany, Belgium, Finland, The Netherlands & The UK)

*International manufacturer of cigarettes and tobacco products – parent company of Brown & Williamson*

- **Business Integration Project Manager & ASNE** (Application Support Northern Europe) **Responsible**
- **Development & Conversion Team Manager** for SAP R/3 Detailed Design & Implementation – Benelux
- **Operations Design Manager** for Detailed Design & Implementation – Finland
- **Integration Test (IST) Manager** for Detailed Design & Implementation – Finland
- **Operations Team Lead** for SAP R/3 Common European Design & Prototype PoC Project

☒ **NORTEL NETWORKS, formerly Bay Networks (1996 – 1997)**

Northern California (USA)

*International manufacturer of electronics infrastructure equipment*

- **Integrated System Test Lead** for Bayfast SAP R/3 Implementation Project
- **MM Team Lead** for Bayfast SAP R/3 Implementation Project

☒ **ARTHUR ANDERSEN CENTER FOR PROFESSIONAL EDUCATION** (1996) Chicago, Illinois (USA)

*Training headquarters for Arthur Andersen & Andersen Consulting Worldwide professional services*

- **Subject Matter Expert** in SAP R/3 Materials Management (MM)

☒ **CONOCO** (1996) Houston, Texas (USA)

*International manufacturer and distributor of Oil & Gas products*

- **Subject Matter Expert** in SAP R/3 Materials Management (MM) for SAP R/3 Stabilization project

☒ **WOOD PROCESSING & ENGINEERING COMPANY** (1996) Boise, Idaho (USA)

*Manufacturer of custom engineered wood products, specialty lumber, and support structures*

- **MM & PP Team Leader** for SAP R/3 Standard Solution Development Effort

☒ **AST COMPUTERS** (1996) Southern California (USA)

*International manufacturer of desktop and laptop computers*

- **Functional Team Lead & Subject Matter Expert** for SAP R/3 Global Impact Analysis Project

☒ **THE AEROSPACE CORPORATION** (1994 – 1996 and 1992 – 1993) Los Angeles, California (USA)

*Federally funded R&D company dedicated to supporting the US Military*

- **MM & PP Team Leader** for SAP R/3 for Implementation & Support Project
- **Analyst** for MIS Blueprint Project

☒ **NATIONAL STEEL & SHIP BUILDING COMPANY (NASSCO)** (1994) San Diego, California (USA)

*Top manufacturer of pleasure, military and industrial ships*

- **Lead Developer** for Project Alignment Reporting (PAR) Project (50k lines of custom code, Cobol)

☒ **MCDONNELL DOUGLAS AEROSPACE WEST** (1993 – 1994) Southern California (USA)

*Developer & manufacturer of military & space systems equipment*

- **Retrofit Team Leader** for MAC-PAC/D v6.52 Retrofit (early ERP system developed by Andersen Consulting)
- **Lead ERP Programmer** for the Limited Effectivity Enhancement Project
- **Programmer Analyst** for the Project Alignment Report (PAR) & Critical Path Reporting (CPR) Project

## Work Positions held while University Student / Internship

⊗ **HUGHES AIRCRAFT COMPANY** (1990 – 1991) Los Angeles, California (USA)

*Developer & manufacturer of military & space systems equipment (a subsidiary of automotive manufacturer General Motors)*

- **Electrical Engineering Technician & Testing Analyst** for GM's High-Intensity Headlight Program
- **Software & Test Engineer** for F-18 Radar Systems Upgrade Project

⊗ **UNIVERSITY OF SOUTHERN CALIFORNIA – USC** (1988 – 1990) Los Angeles, California (USA)

*Prestigious, private university with a Top-10 rated Engineering program in the US*

- **Software Systems Support Analyst** @ Engineering Alumni Offices
- **Engineering Tutor** in Mathematics, Physics, & Chemistry