

CHRISTOPHER M. WHITE

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Chief Information Officer • Senior IT Executive (CIO Equivalent)

Deep Expertise in all Financial, Operational, and IT Aspects of the Global Supply Chain

Named a CIO 100 Award Winner – Led Hess Corp's Emergency IT Turnaround During Hurricane Sandy

- **A \$70M+ Contributor:** During 20-year period, generated over \$70 million in total value – cash or cash equivalents – for 4 employers. During same period, promoted to steadily bigger and strategically important roles – promoted every 2.5 years, on average – by every employer every worked for.
- **Unstoppable Problem Solver:** Personally credited with more than 10 major turnarounds, rescues, implementations, transformations, overhauls, and consolidations – some starting from scratch.
- **Business Strategist and IT Leader:** Applies dual talent for IT and business operations. Consistently delivers results as promised – up to Board level – for top firms such as *Hess* and *Stanley Black & Decker*.

PROFESSIONAL EXPERIENCE

HESS CORPORATION, Woodbridge, NJ

2007–Oct 2014

DIRECTOR OF IT FOR MARKETING AND REFINING (CIO EQUIVALENT), 2012–PRESENT

Reversed a previously bad reputation of IT at Hess – from a low-value, high-cost operation to an organizational star – the technology driver that achieves strategic business objectives. Aligned IT apps, services and projects for 3 BUs. Led a 98-person team and managed a \$61M budget.

- **Increased Cash Flow:** Increased working capital by \$5M, achieved productivity improvements valued at \$3M, and cut operating costs by \$1M.
- **Restructured IT Portfolio:** Led planning for an “IT carve out,” whereby the IT operations of Hess’ divested businesses will be severed from Hess Corp (for example, carving out IT for retail stores & energy mkt’g). Restructured IT portfolio of Exploration and Production – the only remaining BU at Hess.
- **Cut Annual Expenses \$2.7M:** Rationalized applications, which cut expenses for hardware, software, licensing, and leasing.
- **Turned Around IMS:** Avoided a \$750K loss – as well as damage to the Hess Brand – by taking charge of a failed inventory management system (IMS). Within 4 months, fixed IMS and restored relationships.

SENIOR MANAGER OF IT FOR E&P, ERP, AND BUSINESS SYSTEMS, 2008–2012

Dispatched to Houston – HQ for Hess Exploration & Production (E&P) – soon after the financial crash of 2008. Executed an urgent mandate from Board to slash IT and overhead costs.

- **Consolidated IT:** Moved several of Hess’ quasi-independent systems onto a common SAP platform. Led 40-person team and controlled \$34M P&L.
- **Cut Support Expenses:** Partnered with IBM and set up an emergency onshore / offshore staffing model that slashed support-and-maintenance expenses by 50%. Continued pressing forward and achieving goals according to plan – despite the crash of oil prices from \$110 to \$36 per barrel.
- **Expanded E-Commerce:** Built a supplier portal for electronic invoicing that processed +\$100M annual spend and provided real-time visibility of operational expenses. Cut cycle times and processing costs.
- **Rescued the Content Management System:** Turned around a failing \$15M CMS program – critically important for a heavily regulated industry like oil. Cut staff, restructured the program, and launched a new system (Documentum) within 9 months.

SENIOR MANAGER OF IT FOR RETAIL, 2007–2008

Fixed a newly built retail-IT system that controlled 875 retail stores – an overly complex and unstable IT system – that generated 9500 trouble calls each month. Redesigned the system, removed unnecessary subsystems, and cut annual operating costs by \$1 million.

- **Help Desk:** Cut monthly trouble calls from 9500 to 3700, and cut staff from 32 to 22.
- **EDI Processing:** Launched an EDI program for suppliers, which automated 85% of all inbound shipments and invoices. Improved cash flow – and morale – by streamlining invoicing and receiving.

THE STANLEY WORKS, New Britain, CT**2002–2007****IT DIRECTOR, GLOBAL SUPPLY CHAIN | IT DIRECTOR FOR ASIA PACIFIC, 2005–2007**

Overhauled the supply chain – part of an ongoing transformation directed by Stanley's Board – which increased working capital & return on capital employed (ROCE). Led a 32-person team and managed \$11M budget. Made strategic improvements to IT and company processes that paved the way for Stanley's acquisition of Black & Decker.

- **Operational Transformation:** Implemented technology-improvements – a multimillion-dollar capital investment – that drove productivity improvements and increased revenue, working capital, and ROCE.
 - ✓ **Revamped Planning Processes** for sales and operations, which, annually, generated \$7M additional profit and increased working capital by \$25M (via slashed inventory levels).
 - ✓ **Warehouse Management:** Cut cycle time by 45 days, cut capital requirements 15%, and avoided \$1M in maintenance expenses for the top 10 distribution centers.
 - ✓ **Sortation System:** Achieved \$2M in daily revenue by overhauling the sortation system for Stanley's largest distribution center (1M square feet with 200K cartons processed daily).
- **Concurrently Ran all IT for Asia Pacific,** including relocation of 2 manufacturing plants to Asia within same calendar year – achieved next-day operation with no IT disruptions for customers or Stanley.

IT MANAGER, CONSUMER TOOLS, 2004–2005

Solved a chronic SOX-compliance issue by replacing the antiquated BI / data analytics system. New system improved reporting for sales and marketing via advanced features such as data modeling, ETL, and new reporting suites. Built the first enterprise-wide data warehouse at Stanley.

- **Profit Recovery:** Used the new BI system to slice-and-dice voluminous data for each account, which revealed that certain products were losing money. The new BI tools also exposed hidden costs.
 - ✓ BI tools freed up an additional \$15M of working capital by exposing problems in the \$2B supply chain, for example: Stanley had multiple businesses that were buying from the same supplier, but payable periods and discounts varied greatly.
 - ✓ BI recovered \$10M annual profit that had been trickling out (profit recovery grew to \$60M by '07).
- **Data Availability:** Improved uptime from 92% to 99%. Decreased total processing time by 12%.

IT SUPPLY CHAIN LEADER, 2002–2004

Fixed a \$3 million black hole in the supply chain, namely, the "intransit" inventory that temporarily disappeared when goods were shipped from manufacturing sites to distribution centers. Rescued a failing project – "the portfolio management tool" – critically needed to improve decision-making.

- **Fixed the Black Hole:** Built a new IT system that tracked inventory being shipped from mf'g sites to DCs. Achieved "JIT" inventory levels by delivering the right amount of inventory "just in time."
 - ✓ Saved \$2.5 million annually by implementing a Red Prairie logistics solution, which incorporated warehouse management (WMS), transport management (TMS), and time mgm't system (labor).
- **Turned Around PM Project:** Stanley's senior leadership needed a "tool" to track – and, most important – prioritize all of the company's IT projects, but the project had failed. Took charge, identified the problems, and jump-started broken communication between the business side and developers.
 - ✓ Project was completed close to schedule (roughly 6 months total).
 - ✓ Created a dashboard that greatly improved transparency of Stanley's \$60 million project portfolio.

ADDITIONAL SUPPLY-CHAIN AND IT MANAGEMENT EXPERIENCE

PWC CONSULTING, New Britain, CT (1999–2002), Principal Consultant for Supply Chain Management: Managed complex projects and established my personal reputation as subject matter expert for supply chain. Built a Showcase Logistics Center for Symbol Technologies that saved \$7M annually.

CALDOR CORP, New Britain, CT (1994–1999), Manager: Started IT my career as an EDI Operations Analyst with Caldor, a \$2.4B retailer – similar to Wal-Mart – that ceased operations in '99. Promoted twice in 7 years.

EDUCATION

BA, BOSTON COLLEGE, Chestnut Hill, MA, 1994