

PETE LUDWIG

Chief Information Officer

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Global Strategic and Visionary Senior IT Executive with broad technology executive core competencies who successfully executed multiple business transformations to achieve operational excellence and drive value by leveraging technology to meet market demands, grow revenue, and expand profit margins.

Transform underperforming IT departments from cost centers to business drivers, lead business process and cultural change, collaborating closely with business and IT stakeholders at multiple enterprise levels.

Leadership & Technology Milestones

- **Business Transformation** – **Transformed and revitalized existing IT department** at Rockland Sports + Outdoors, propelling rapid revenue growth from \$2.8B to \$4.9B, achieved compliance, and delivered digital innovation in data-driven retail business environment. Established vision, created, or expanded functions and capabilities in staffing, policies, procedures, standards and budgets.
- **Technology Application Implementation** – **Implemented Oracle Retail Merchandise Management System (MMS)**, largest technology project in Rockland Sports + Outdoors history.
 - Improved market penetration by providing scalability to open additional stores at twice previous annual rate.
 - Created foundation for price and replenishment optimization, enhancing competitiveness.
 - Implemented system without negative business impact while maintaining system service levels
- **Business Intelligence & Data** – **Improved management decision effectiveness** by implementing robust Business Intelligence (BI) and reporting structure, leveraging existing data to enhance tracking of customer trends.
- **IT Security & Business Continuity** – **Spearheaded business continuity and recovery infrastructure initiative**, reducing business interruption risk by launching first-ever disaster recovery and business impact (BR/BC) program. Matured IT security to mitigate risk, achieve compliance, and create secure environment.
- **Leadership & Management** – **Recruited, mentored and developed 160 new employees** achieving high retention, in competitive Houston tech hub with 2% IT unemployment and against higher-paying companies. Increased bench strength and team redundancy to remove risk of single experts. Reversed previously high turnover.

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|----------------------|--------------------------------------|---------------------------|
| → IT Governance | → Business Process Re-Engineering | → Revenue & Profit Growth |
| → Channel Strategies | → eCommerce & mCommerce Applications | → POS Systems |
| → IT Security | → Supply Chain Management Systems | → Agile Development |
| → Change Management | → Cross-functional Team Leadership | → PLC / SDLC Standards |
| → Risk Management | → SOX & PCI Compliance | → Omni-Channel Retail |

Professional Narrative

Premier Packaging, Wildebay, CO

2017–Present

Architects of Packaging Solutions | Revenue: \$1B

Senior Executive | CIO (2017–Present)

Joined IT team to upgrade and boost the effectiveness of IT and IT Management with the initial assignment of directing the team in strategies to effectively resolve severe implementation issues with recent ERP upgrade.

- **Unraveled, prioritized, and resolved installation complications with ERP upgrade**, stabilized system, and removed multiple year backlog, leading to offer to assume the role of CIO.
- **Rebuilt relationship between IT and rest of the business** by opening communication and collaboration while removing silos and increasing cross-functional team interaction.
- **Improved organizational efficiency** by removing manual processes and implementing automated solutions.

Professional Narrative

Rockland Sports + Outdoors, Dragoncrest, GA

2011–2017

Second largest US sports retailer | Revenue: \$8B | 245 Stores in South East and Southcentral US

Executive Vice President | Chief Information Officer (2015–2017)

Senior Vice President | Chief Information Officer (2013–2015)

Vice President | Chief Information Officer (2011–2013)

Brought on board to optimize and scale IT department to drive anticipated business and revenue growth. Directed at peak 320 internal and 100+ blended on and offshore contractors, managing a \$100M capital and operating budget.

- **Generated \$507M new revenue over five years, improved** market competitiveness and enhanced brand image by stabilizing e-Commerce and Omni-Channel Retail platforms to improve customer experience and brand loyalty.
 - Achieved 100%+ one-year comp sales gain by Black Friday 2016.
 - Increased inventory turns and profits by launching shared inventory program, using inventory from all warehouses and stores to fulfill online orders and ship from store locations.
 - Enabled store customers to order out-of-stock products in-store and receive shipment at home.
 - Established drop-ship program to ship online orders from manufacturer direct to consumer.
 - Achieved \$800K annual savings by replacing and upgrading existing web site search engine.
- **Drove product line growth and market competitiveness** by building and supporting systems enabling aggressive increase in overall SKU count over two years, from 700K to 1.2M active SKUs.
- **Reduced \$6.5M infrastructure buildout to \$400K** by challenging team to better utilize existing assets or migrate to cloud solutions.
- **Mentored and grew team members to Director and VP positions**; two advanced to CIO in other organizations.
- **Established new human capital development pipeline**, in collaboration with local universities; created internship program for new graduates that led to 90% transition to permanent employees.
- **Ensured market competitiveness and internal productivity**, avoided significant software replacement costs by adapting existing Warehouse Management and Point-of-Sale (POS) systems to desired business changes. Added Omni-Channel Retail capabilities to legacy POS systems.
- **Reduced enterprise risk** by implementing three-year security roadmap and establishing security team.
- **Optimized IT asset utilization and spending effectiveness** by implementing governance process to prioritize initiatives, spending and strategy.
- **Established service delivery organization and program management office** and positioned Business Relationship Managers in each user department to build understanding and collaboration.
- **Improved customer satisfaction and internal productivity** by implementing third distribution center adding 1.6M square feet to accelerate flow of merchandise to stores.
- **Reduced customer and enterprise risk by remediating PCI deficiencies** to achieve compliance with full spectrum of e-commerce sites; introduced Tokenization reducing PCI scope of compliance by 80%, minimizing risk of breaches, streamlining audits, and automating more compliance features.

Apocalypse, Inc., Harrisburg, PA | Apocalypse.com, Whitestone, CO

2001–2011

Leading global retailer of athletic footwear & apparel | 4000 Stores, Catalog, e-commerce, & m-commerce channels

Vice President – Information Technology (2008–2011)

Director – Development & Quality Assurance (2006–2008)

Director – IT Operations & Quality Assurance (2005–2006)

Vice President – Information Technology – Directed IT organization with three call centers, distribution center, and large division corporate office, including Internet development, corporate development, IT operations, technical services, quality assurance, and PMO. Managed \$7M+ capital budget and \$10M+ expense budget. Directed large-scale vendor relationships, including Order Management, Warehouse Management, eCommerce and Mobile Commerce Development as well as third-party integration of website features.

- **Implemented strategic IT reorganization for Apocalypse.com**, delivering 37 major website projects completed in one year, including complete e-commerce hardware infrastructure upgrade.

Professional Narrative

Apocalypse, Inc., Harrisburg, PA | Apocalypse.com, Whitestone, CO 2001–2011

- **Launched mobile channel for division**, generating \$1M first year revenue, solely as an IT proof of concept, in unprecedented downturned economy. Apocalypse.com has distinction of 2nd retailer to launch mobile app.
- **Accelerated warehouse processing cycle and improved efficiency with state-of-the-art warehouse management system** with increased automation and full off-site backup and recovery.
- **Aligned business to provide unparalleled support and project completion** of measurable sales-driving company initiatives, bridging gap between marketing and IT to deliver value for division and corporation on-time and efficiently.
- **Engineered multiple site improvements:**
 - Re-launch of major sites
 - SEO Improvements
 - Product reviews
 - Company Acquisition
 - Measured customer conversion improvements
 - Streamlined single page checkout
 - Structured site performance monitoring
 - Advanced search enhancements
 - Product ratings
 - Loyalty Club
 - Site A/B Testing
 - Improved analytics

Director – Development & Quality Assurance – Led consolidation initiative of Director of e-commerce and Director of Internal Development to champion Internet development, corporate development, quality assurance, and PMO staff.

- **Improved delivery of Internet development initiatives by 100%** far exceeding expectations.
- **Saved \$130K in payroll expense** through reorganization while exceeding prior year's output.
- **Achieved \$2.8M forecasted sales lift and \$85K incentive to company** by adding PayPal to website, enabling customers to pay without credit cards, and increased sales by \$1.55M through other initiatives.
- **Generated \$950K in revenue** by implementing third party national online contest.
- **Remediated PCI deficiencies to gain full compliance** for full spectrum of e-commerce sites.

Director – IT Operations & Quality Assurance – Transferred from Apocalypse Corporate to spearhead immediate improvement of Apocalypse.com's IT Operations group. Reorganized and revitalized team of 22 professionals, including Technical Integration/Help Desk team, DBAs, Network Administrators, Telecom staff, Development QA, and IT Operations personnel, with three management reports. Accountable for three call centers, large distribution center, corporate offices, and support of 3K+ personnel.

- **Resolved serious SOX compliance challenges**, delivering complete remediation within six months.
- **Generated industry-compliant solution** for serious power and cooling situations across locations.
- **Relocated 250+ person call center** in 48-hour period.
- **Directed implementation of \$280K centralized VOIP environment** with 24-month ROI.
- **Established standards** for PLC, Work Requests, Change Requests, cabling, and general communications.

Applications Development Manager/Tech Integration (2004 to 2005)

Applications Development Manager/Store Systems (2001 to 2004)

Early Career Profile

Senior Systems Analyst | HTW Services: Rewrote Healthcare Decision Support System for leading healthcare group

Consultant & Developer | Computer Aid, Inc.: Contracted to Pennsylvania Turnpike Commission

Development Manager | MP Software: Designed custom software and developed POS system, 18 releases

Professional Development & Education

Masters of Business Administration (MBA) | Wharton School of Business, Philadelphia, PA

Bachelor of Science – Computer Science, Massachusetts Institute of Technology, Cambridge, MA

Kepner-Tregoe Project Management | Project Management Tools & Techniques | Leadership through People Skills
Effective Dynamics – American Management Association