

Cedric S. Thomas, PMP, CSM

Operations Improvement Specialist and Corporate Development Expert

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📁 RECENT EXPERIENCE

Founder and Managing Principal

SPX, Inc. – December 2016 to Present

- Provide Operational Improvement, Business Transformation and Corporate Development services to enterprise clients

✔ **Director – Product Operations, Enterprise Security**

Symantec – June 2015 to December 2016

- Led strategic planning, forecasting and business review processes for Enterprise Security product lines on a quarterly basis
- Developed dashboards to analyze the financial health of product lines
- Recommended and planned strategic initiatives to fix operational deficiencies and to maximize Enterprise Security software sales and profitability

✔ **Director – Engineering Program Management, Enterprise Security**

Symantec – June 2013 to June 2015

- Led and developed a global team of 12 Program Managers that were responsible for planning and driving the development of 18 product releases
- Drove the transition to the Agile development methodology, yielding a release cycle reduction from 325 days to 260 days and contributed to an improvement of product satisfaction from 62% to 68% in a 4-month period

✔ **Director – M&A Due Diligence and Integration, Enterprise Security**

Symantec – July 2011 to June 2013

- Led the development, planning and execution of Go-To-Market strategies of acquired product offerings
- Led the integration of multiple acquisitions which included driving activities to cutover to Symantec's processes and systems
- Led Due Diligence activities associated with 12 potential acquisition targets

Senior Program Manager

Apple – July 2009 to November 2010

- Drove the execution of iTunes App Store releases, which improved payment accuracy to Developers from 81% to 98% and optimized the overall Developer experience
- Identified and drove the implementation of operational improvements related to royalty payment processes used by 17,000 Developers, yielding a 72% reduction in manual work

D. **Manager – Strategy & Operations Practice**

Deloitte – April 2005 to July 2009

- Led an ERP implementation and the restructuring of the Sales, Marketing, IT, Support, HR, Procurement and Finance functions of a client with \$1 Billion in sales, yielding \$40 million in annual cost savings
- Led components of an ERP implementation and the restructuring of the Go-To-Market functions of a \$13.7 Billion private equity acquisition, yielding an estimated \$80 Million in annual cost savings and synergies
- Led Go-To-Market “Day 1” and Future State planning, preparation and execution for a joint venture between two multi-national technology companies that totaled \$3.6 Billion in Sales and 8,000 employees
- Developed PMO, Operational and M&A playbooks for multiple clients

📍 ABOUT ME

- 21 years of progressive work experience
- Drove the planning and execution of multiple Business Transformation initiatives
- Led phases of 13 acquisitions and spin offs
- Worked as a Buy Side Equity Analyst at Bank of New York (formerly Mellon Bank) prior to becoming a Management Consultant
- Learning Python and JavaScript for fun

🏆 ACHIEVEMENTS

Produced Tangible Results

Drove \$12 Million in unexpected quarterly revenue through customer collaboration

Developed a Center of Excellence

Built and optimized a global Engineering Program Management function from scratch

Became a Thought Leader

Developed intellectual property that improved the acquisition strategy of multiple companies

🎓 EDUCATION

M.B.A. with concentration in Finance

Case Western Reserve University
3.7/4.0 Grade Point Average

B.S. in Accounting

Case Western Reserve University
Two-time Leadership Award Recipient

Project Management Professional (PMP)
Certified Scrum Master (CSM)

💡 OTHER VENTURES

Angel Investor and Advisor to two start ups:

- Sidejobster (www.sidejobster.com)
- Random Acts of Kindness Everywhere (www.raketheapp.com)

🤝 PHILANTHROPY

AAU Basketball Coach and Youth Mentor

OPERATIONS IMPROVEMENT AND BUSINESS TRANSFORMATION EXPERIENCE

CLIENT OR EMPLOYER	PROJECT TYPE	MAIN RESPONSIBILITIES
Software Company – \$4.2B in Revenue	Operations Improvement	<ul style="list-style-type: none"> • Led GTM Transformation PMO activities • Designed future state processes and organization
Hardware Company – \$54.9B in Revenue	Operations Improvement	<ul style="list-style-type: none"> • Re-defined Finance’s role and partnership model with BU • Led Accounting to Close Design and PMO activities
Media Company – \$2.7B in Revenue	Operations Improvement	<ul style="list-style-type: none"> • Create transformation business case • Designed future state processes and organization
Capital Goods Company - \$13.3B in Revenue	Operations Improvement	<ul style="list-style-type: none"> • Drove development of Business Intelligence Dashboards • Led change management and training
Symantec*	Various GTM Business Transformation Initiatives	<ul style="list-style-type: none"> • Identified and prioritized GTM improvement opportunities • Led PMO activities for each initiative
Consumer Tech Company - \$1.1B in Revenue	Business Transformation/ Oracle Implementation	<ul style="list-style-type: none"> • Led design of Procure-to-Pay processes for implementation • Led integration and user acceptance testing
Infrastructure Tech Company - \$3.5B in Revenue	Business Transformation/ Oracle Implementation	<ul style="list-style-type: none"> • Led design of Order-to-Cash processes for implementation • Led integration and user acceptance testing
Media Company – \$54.3B in Revenue	Business Transformation/ Oracle Implementation	<ul style="list-style-type: none"> • Created Oracle upgrade business case • Led Oracle E-Business Implementation PMO activities
Infrastructure Tech Company - \$2.7B in Revenue	Business Transformation/ Oracle Implementation	<ul style="list-style-type: none"> • Led Oracle Financial and Project applications PMO activities • Led business processes design for various financial modules
Media Company – \$2.7B in Revenue	Business Transformation/ Oracle Implementation	<ul style="list-style-type: none"> • Led design of Procure-to-Pay processes for implementation • Led integration and user acceptance testing
Software Company - \$4.2B in Revenue	Business Transformation/ Oracle Implementation	<ul style="list-style-type: none"> • Led Oracle E-Business Implementation PMO activities • Led change management for the implementation
Financial Services Company - \$29B in Revenue	Business Transformation/ SAP Implementation	<ul style="list-style-type: none"> • Led business process design for SAP FICO modules • Led PMO activities for SAP FICO implementation
Drug Distribution Company - \$121B in Revenue	Business Transformation/ SAP Implementation	<ul style="list-style-type: none"> • Led business process design for SAP FICO modules • Led change management for FICO module
Semiconductor Company - \$55.4B in Revenue	Business Transformation/ SAP Implementation	<ul style="list-style-type: none"> • Led business process design for SAP FICO modules • Led PMO activities for SAP FICO implementation
Apple*	Operations Improvement	<ul style="list-style-type: none"> • Led PMO activities for each initiative • Led design and development of operational dashboards
		<ul style="list-style-type: none"> • Identified Accounting-to-Close improvement opportunities • Led PMO activities for improvement implementations
		<ul style="list-style-type: none"> • Led PMO activities for SAP upgrades/implementations

Asterisks (*) and light gray shading denotes employer
 Client names redacted for confidentiality reasons

CORPORATE DEVELOPMENT EXPERIENCE

CLIENT/ EMPLOYER*	PROJECT TYPE	TRANSACTION	MAIN RESPONSIBILITIES
Carnegie Learning	Merger Integration	Merger of New Mountain Learning K12 business and Carnegie Learning	<ul style="list-style-type: none"> Led Operational and Go To Market Integration Planning and Execution
Lumileds	M&A Valuation and Due Diligence	N/A	<ul style="list-style-type: none"> Develop models to calculate the intrinsic value of acquisition targets
Tesla	Acquisition Integration	Acquisition of Grohmann Engineering – Undisclosed	<ul style="list-style-type: none"> Led strategy and planning for the integration of Finance applications and processes
Tesla	Acquisition Integration	Acquisition of SolarCity – \$2.6 Billion	<ul style="list-style-type: none"> Led strategy and planning for the Finance Integration Drove integration execution activities
Intel	Acquisition Integration	Dual spinoff and merger with ST Microelectronics – \$3.2 Billion	<ul style="list-style-type: none"> Drove Global Day 1 and Future State integration planning for Operations, IT, Engineering and Finance functions
CIGNA	Acquisition Integration	Acquisition of Great West – \$1.5 Billion	<ul style="list-style-type: none"> Led Day 1 and Future State planning and execution for the integration for all finance functions
Kraft	Divestiture Planning and Execution	Divestiture of multiple products to satisfy EU anti-trust regulations – \$120 Million	<ul style="list-style-type: none"> Led Divestiture Planning and Execution and TSA Development for the transaction
Symantec*	Acquisition Integration	Acquisition of PGP – \$330 Million	<ul style="list-style-type: none"> Drove the completion of Product Integration activities Drove change management for customer transitions
Symantec*	Acquisition Integration	Acquisition of Verisign – \$1.3 Billion	<ul style="list-style-type: none"> Drove the completion of the Lead to Support integration Led transition of customers to Symantec’s Support model
Symantec*	Acquisition Due Diligence and Integration	Acquisition of Nukona – \$35 Million	<ul style="list-style-type: none"> Led Day 1 and Future State integration planning and execution for all operational, product and GTM functions
Symantec*	Acquisition Due Diligence and Integration	Acquisition of Odyssey Software – \$40 Million	<ul style="list-style-type: none"> Led Day 1 and Future State integration planning and execution for all operational, product and GTM functions
Symantec*	Divestiture Planning	Divestiture – Undisclosed	<ul style="list-style-type: none"> Led Divestiture Planning for the entire transaction Led change management for impacted employees

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