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### **Detailed Project and Professional Experience Overview:**

Dec '07 - **SAVVIS, St. Louis, MO**  
Present **Organizational Change Manager**

*Consultant manager establishing new, internal Organizational Change program within Human Resources department. First major change initiative deliverables include SAP R/3, CRM, and Governance Risk & Compliance (GRC) implementations.*

- Hired to establish an organizational change management program and create an internal practice to be leveraged throughout the entire SAVVIS organization for multiple change initiatives (including technology projects and other human capital programs). This new practice exists where none existed before and reports through the Human Resources department directly to the Vice-President, HR.
- Established organizational change strategy and methodology. Obtained buy-off from departmental and other leadership sponsors.
- Creating ongoing awareness about the application and benefits of organizational change management throughout the global SAVVIS organization.
- Creating organizational change team within HR department by writing position descriptions, hiring for both full-time employee and consultant / staff augmentation roles.
- Ensuring delivery (through management, delegation, or by direct execution) of SAVVIS' internal practice's critical responsibility areas for three major SAVVIS project initiatives: SAP R/3, CRM, and Governance Risk & Compliance (GRC) implementations.
- For SAP R/3 implementation (SD, MM, FI, CO):
  - Aligned HR change program deliverables to project PMO and the ASAP project methodology.
  - Developed detailed project plans for each critical responsibility area (these include leadership engagement, organization alignment, training, communications; value-capture, and implementation support).
  - Providing tactical delivery against these plans.
  - Leading project team teambuilding and group formation activities.
- For Governance, Risk, & Compliance (GRC) implementation:
  - Facilitating project and business teams to define and create governance model, working framework, and leadership council for the GRC implementation.
- For CRM implementation:
  - Assisted in redefining the post-implementation support model and redeployed.
  - Ensuring alignment of HR change program for future scheduled CRM implementation phases.

Jan '05 - **Anheuser-Busch, Inc., St. Louis, MO**  
Dec '07 **Change Management and Integration Manager**

*Consultant manager for Business Process Re-engineering / SAP R/3 implementation (SD, MM, PP, QM, FI, CO) for A-B's Raw Materials Integration Program.*

- Determined specific change management and business integration requirements for A-B's raw materials SAP R/3 implementation (3 business implementations over a 3 year time frame).
- Developed detailed project and implementation plans for each critical responsibility area (these include leadership engagement; communications; process, role, and organizational design; training; and post-implementation value-capture). Obtained business approval of plans.
- Ensured delivery (through management, delegation, or by direct execution) of critical responsibility areas.
- Provided specialized focus for facilitating business management buy-in to re-engineered business processes and business management strategies.
- Provided specialized focus for facilitating organizational understanding of newly designed, integrated business processes within and across multiple, separate business units: 45 processing plants and 3<sup>rd</sup> party (non- A-B) entities, Corporate Purchasing, Corporate Finance, and Brewing Raw Materials.

- Participated in project since its initiation. Made significant contributions to project's program management processes, documentation requirements, team lead and team member coaching / development / mentoring, and internal project team change management.

August '01 - **Anheuser-Busch, Inc., St. Louis, MO**  
May '05 **Change Management and Integration Manager**

*Consultant manager for Business Process Re-engineering / SAP R/3 (MM, PP, FI, CO) impacting \$3.0 billion/year of company materials.*

- Specific responsibilities include those listed for the A-B position above, as well as discrete items listed below. Project scope included A-B's packaging and support materials SAP R/3 implementation (5 phased implementations over a 4 year time frame).
- Facilitated organizational understanding of newly designed, integrated business processes within and across multiple, separate business units: twelve breweries, Corporate Purchasing, Corporate Operations, and Corporate Finance.
- Provided specialized focus on job / position workload impact analysis to assist management in obtaining project's return on investment (ROI).
- Participated in project since its initiation. Made significant contributions to project's program management processes, documentation requirements, team lead and team member coaching / development / mentoring, and internal project team change management.

February '01 - **Abbott Laboratories, Abbott Park, IL (on behalf of Cap Gemini Ernst & Young)**  
June '01 **Senior Organizational Change Management Consultant**

*Consulting / management facilitation for organizational re-design/re-alignment that integrated two internal operating units prior to acquisition of ex-U.S. pharmaceutical company.*

- Facilitated management work sessions to identify business processes and role accountabilities, to implement new organizational alignment, as well as to promote organizational understanding and commitment to new business strategy.
- Assessed the organization's current state and designed future state recommendations / solutions for implementation in the areas of training & development, communication, staffing & deployment, performance & pay alignment, leadership effectiveness, and organization alignment.
- Facilitated implementation of organizational improvement recommendations with executive sponsors, management team, and stakeholder community through a transition plan and implementation toolkit.
- Developed and deployed a structured communications plan to create understanding and commitment to organization change solutions.

April '98 - **Monsanto, St. Louis, MO**  
February '01 **Change Management & Training Manager, Agriculture Sector (North America)**

*Full suite (excepting HR) SAP R/3 implementation in 7 separate but concurrent installations for Monsanto's Agriculture (AG) sector in North America.*

- Determined specific change management and training requirements for Monsanto's AG sector SAP R/3 implementation (7 separate but concurrent implementations over a 3 year time frame, with both centralized and de-centralized organizational entities throughout all of North America, impacting 2000 end users).
- Evaluated the existing corporate level Change Management & Training program developed and in place from Monsanto's prior Chemical sector SAP R/3 implementations.
- Developed an AG sector specific, Change Management and Training strategy and program. Incorporated existing Monsanto corporate strategies, tactics, and resources where possible. Supplemented and enhanced specific program areas where corporate/Chemical and AG sector responsibilities and requirements differed. Obtained AG sector SAP project leadership team approval of strategy and program. Critical responsibility areas included leadership engagement; communications; process, role, and organizational design; training; and post-implementation value-capture.
- Developed detailed project and implementation plans for each implementing business in each critical responsibility area. Oversaw development of detailed project plans for training program. Obtained

business approval of plans.

- Determined resource requirements for AG sector's change management and training program on an ongoing basis, based on each business implementation. Made planning recommendations for both project team and business roles. Interviewed, selected, and made hiring recommendations for employee, consultant, and contractor resources for various project team roles.
- Managed change management and training team, consisting of up to 12 resources providing training coordination, training development and delivery, and change communications.
- Ensured delivery (through management, delegation, or direct execution) of critical responsibility areas of leadership engagement; communications; process, role, and organizational design; training; and post-implementation value-capture.
- Began roll-out of change program for the first three AG sector business implementations after project life cycle was significantly advanced, while starting the remaining businesses from project initiation. Planned and worked accordingly to provide organizational readiness by the implementation dates.
- Coordinated roles and activities of Change Management and Training team with other process teams on AG sector SAP project. Conducted project team training on change management role and critical responsibility areas.
- Provided coordination, communications, and information sharing on Change Management and Training program with other AG sector world areas and other Monsanto sectors implementing SAP.

June '97 - **Anheuser-Busch - Busch Agricultural Resources, Inc. (BARI)**, St. Louis, MO  
 April '98 **Change Management Coordinator / Training Team Manager**

*SAP R/3 modules included in BARI project installation and referred to below: MM, PP, SD, FI, CO.*

- Developed overall change management plan for BARI SAP installation, concentrating on the change levers of leadership, communication, involvement, education, recognition, and reinforcement.
- Implemented and executed the following change strategies during project:
  - Developed Executive Kick-off presentations and message for senior management delivery.
  - Selected Change Agents and Super Users in all impacted facilities.
  - Conducted change management seminars for change agents and super users.
  - Developed and executed a weekly implementation plan for change agents and super users to increase involvement and communication.
  - Wrote and published a corporate, bi-weekly newsletter about the SAP installation.
  - Designed and maintained an SAP Story Board at each plant.
  - Conducted Readiness Assessment surveys with all impacted employees to determine probability of implementation success. Adjusted change strategies based on results.
  - Conducted a bi-weekly SAP Learning Game at plants.
  - Developed relationships and established rapport between project team and customers to manage expectations and promote change.
- Played a key role in facilitating three SAP prototype sessions conducted with plants and corporate offices to confirm SAP design and prepare for business process changes.
- Defined approach and facilitated User Acceptance Testing.
- Performed end user task analysis for employees and processes touched by SAP installation, which was used for:
  - Develop new Standard Operating Procedures (SOPs) for impacted business processes.
  - Re-defining job definitions and job responsibilities.
  - Defining training curriculum.
  - Developing business process based performance support and training.
- Developed overall performance support and training plan for SAP installation to meet Day 1 employee performance and ongoing reference requirements, including:
  - Traditional approach: classroom training, paper-based guides, and job aids.
  - Technological approach: online reference help.
  - Training curriculums and schedules.
  - Design templates for paper-based training and online reference help.
- Managed two SAP training consultants responsible for developing and executing performance support and training plan.
- Coordinated with established company Help Desks for ongoing support for BARI SAP systems.

November '96 - **Anheuser-Busch - Metal Container Corporation (MCC)**, St. Louis, MO  
 June '97 **SAP Lead Trainer / Change Implementor**

SAP R/3 modules included in MCC project installation and referred to below: MM, PP, SD, FI, CO.

- As lead trainer, developed online help; developed training materials, job aids, and quick reference cards; and conducted instructor-led, business scenario based, training classes for the MM, PP, and SD modules.
- As lead trainer, developed online help; developed training materials, job aids, and quick reference cards; and conducted instructor led, business scenario based, training classes for various Manager for Interactive Modeling Interfaces (MIMI) linear programming models that impacted SAP processing and directed MCC planning and scheduling processes. These included: Long Range Planning, Intermediate Planning, Mid-Range Planning, and Schedule Planning.
- Performed analysis on business processes and job tasks to develop Standard Operating Procedures (SOPs) showing how both SAP and the MIMI planning models changed current operating procedures.
- Acted as plant guide for change management and on-site implementation of SAP and MIMI planning models.
- Trained help desk personnel in problem resolution on SAP modules impacted by MIMI Intermediate and Schedule planning models.
- Developed all training packages, training materials, and online help using: Microsoft Word and PowerPoint, Langevin instructional design, RoboHELP, Information Mapping methodologies

February '95 - **Union Pacific Technologies, St. Louis, MO**  
November '96 **Manager**

*Product line: Information system services, EDI, and shipment tracing in a 24 x 7 x 365 service center environment to 110 Fortune 1000 companies using railroad transportation with \$5.6 M gross revenue and 27% annual growth.*

- Analyzed customer / end user requirements and matched to system capabilities for new account start-up.
- Assisted customers with transition of their in-house systems, roles, and functions to an external, third party vendor.
- Trained customers on PC / mainframe access tools and system functions. Trained employees on system components in order to meet customer commitments.
- Performed analysis and problem resolution on system or service failures generated through customer complaints.
- Defined and implemented programming projects to increase data quality and meet customer objectives.
- Designed and created a Lotus Notes tracking data base to manage customer requests.
- Supervised and managed 57 management and non-management personnel, including interviewing, personnel development, performance review, discipline, merit increases, payroll, and benefits.

January '92 - **Union Pacific Technologies, St. Louis, MO**  
February '95 **Account Manager**

*Product line: Proprietary, enterprise resource planning (ERP) system supporting all aspects of railroad business for Illinois Central, Wisconsin Central, Sabine River & Northern, Genessee & Wyoming Rail Management Industries.*

- As implementation manager, coordinated system cutovers, including custom development, technical support, and training.
- As services manager, interacted daily with end users to establish effective relationships, clarify expectations, and prioritize programming development tasks for internal management support personnel.
- Facilitated resolution of real-time complaints, inquiries, and requests for information for end users.
- Performed consultative selling on system when appropriate to meet and exceed revenue goals.
- Wrote proposals and bids, delivered product line demonstrations, and developed detailed cost estimates for existing and potential customers.
- Designed and created a Lotus Notes data base to track and prioritize customer requests for system programming, maintenance, and enhancements.

February '88  
January '92

**Union Pacific Technologies, St. Louis, MO**  
**Procedures Specialist**

*Product line: Integrated, enterprise-wide information system supporting all aspects of railroad business, including train movement, customer service, accounting, scheduling, maintenance, and human resources.*

- Developed in-depth knowledge of product line and of rail transportation and industry as a discipline.
- Prepared and delivered management overview seminars and department / job-specific training courses on system modules in both formal / structured classroom and informal / one-on-one settings.
- Analyzed job tasks and developed computer-based training courses and procedures manuals.
- Implemented on-site at customer locations during information system cutovers.
- Wrote technical documentation, online help text, and reference text.