

# Jennifer A. Jackson

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## SUMMARY

An experienced Organizational Change Management (OCM) consultant familiar the challenges faced by organizations and their people. Deep expertise with large systems implementation projects, change management initiatives, custom learning strategies, and learning management system implementations. Excellent project management, budgeting, organizational, and analytical skills. Well-honed writing and editing skills. Proven ability to inspire and lead teams that deliver exceptional results on time and on budget.

## CORE BUSINESS COMPETENCIES

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|---|---|--|
| Global and domestic ERP implementations | Project and program management, project budgets       | Change agent network/Key user program design |
| Communications strategies and plans     | Organizational change analysis and related strategies | Knowledge management/ Knowledge transfer     |
| Learning strategies and plans           | Team building   | Resource planning and vendor management      |

## INDUSTRY EXPERIENCE

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|--|---|--|
| Retail, Call Center, Consumer Packaged Goods | Financial Services (banking, credit unions, insurance)        | High Tech, Semiconductor, Software, Telecommunications |
| Manufacturing                                | Pharmaceuticals, Life Sciences, Animal Health, Medical Device | Healthcare   |
| Defense                                      | Public Sector (federal, state and local, provincial)          | Utilities  |

## RECENT PROJECT EXPERIENCE

- OCM/Training consultant for an SAP S/4HANA implementation.
- Project manager and OCM/Training lead for an accelerated Salesforce.com implementation that included a Learning Health Check, training strategy, and call center training schedule. Managed the off-shore development of web-based and instructor led training for the call center and supporting departments.
- OCM Lead responsible for writing the lessons learned report for the CalSTRS Financial Services implementation. Provided recommendations to the program office on how to improve future implementations, ensure more effective end user adoption, and how to better manage system integrator relations.
- Managed local key user activities, training, and key user certification for the local deployment of a global template. Designed key user kickoff at project milestones to clarify roles and responsibilities.
- Developed new business processes for a global pharmaceutical during a domestic learning management system implementation.
- Participated in the selection of a learning management system for a global CPG manufacturer. Piloted the roll out of Plateau to over 1,200 Latin America end users.

- Facilitated process design workshops for two operating units, mapped and documented new business processes, developed and documented the business rules.
- Developed and managed a \$6 million training and translation budget. All materials developed in English and then translated into Spanish. Managed the conversion of PowerPoint course materials into web-based training.
- Managed the development and delivery of training for a trade marketing implementation in Argentina and Chile. Course materials developed concurrently in English and Spanish. Managed an international team of subject matter experts and web developers.
- Training lead responsible for post-go live training activities at a global leader in the apparel industry. Led optimization training activities and managed the development of web-based course materials for SAP and an eCommerce site. Managed a team of content and web developers, a training technologist, and LMS Administrators.
- Responsible for training strategy, curriculum design, training infrastructure, and development of off-shore elearning content for an HCM implementation. Also created a post-implementation training strategy for CRM and finance modules.

## **KEY SKILLS**

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### **Communications strategies and plans**

- Managed development of corporate publications such as newsletters, marketing materials, and style guides from concept, design, writing, editing to final production and distribution.
- Designed and implemented the communication plan for an international roll out of a learning management system in Latin America.
- Planned and produced an Open House/Demo Day designed to engage end users and build awareness during a financial services and procurement implementation. Developed the concept, coordinated all design activities, led the team responsible for developing demonstrations, and managed logistics associated with the event.
- Developed info briefings for management to increase project awareness and understanding of stakeholder implementation goals.

### **Change agent network/Key user program design**

- Wrote the cutover and post-implementation strategy for multi-national change agent group. Created the work plan, estimated resource requirements to prepare cutover and HyperCare collateral.
- Led training and communications to support the development of a super user programme for a domestic SAP AFS deployment.
- Developed a super user “buddy programme” which effectively paired experienced super users with new super users during post go live Hypercare period.

### **Knowledge management/Knowledge transfer**

- Designed SharePoint and uPerform websites to consolidate end user content from multiple websites and provide a single point of contact for content.
- Assessed and implemented various collaboration tools to enhance post go-live collaboration and provide end user support.
- Designed processes to ensure transfer of knowledge from system integrator to client and/or sustaining organization.

### Learning strategy development

- Developed and implemented custom learning strategies for companies implementing SAP and other software. Worked with SAP America, SAP Europe, and system integrators to create effective learning solutions for project teams, super users, and end users for clients such as the U.S. Army, Amgen, Micron, Clorox, Levi Strauss and Co., Farmers Insurance and other Fortune 100 clients.
- Developed executive education strategies for enterprises such as the U.S. Army, Farmers Insurance, Levi Strauss and Co. ranging from a high-level overview to a detailed curriculum that blended conceptual materials with hands-on, one-on-one training.

### Program and project management

- Skilled at creating budgets, managing resources, documenting and tracking issues, and working effectively with other work streams.
- Managed all aspects end user training for global and domestic implementations using a blended learning approach.

### Resource planning and vendor management

- Created OCM and training budgets, staffing models, and resource projections to determine development, delivery, and sustainment costs for domestic and international implementations.
- Managed “full life cycle” for multiple vendors including vendor selection, contracting, implementation, and on-going relationship management.
- Developed a staffing model to field the U.S. Army’s supply chain implementation to 160,000 end users. Scoped the mobile delivery capabilities required to deliver domestic RFID training.

### Learning management/Learning tools analysis

- Evaluated and implemented learning management systems to support SAP and custom applications at the University of Toronto, Farmers Insurance, and Clorox.
- Evaluated and implemented tools such as uPerform/Productivity Pak as well as course authoring tools.

### CLIENTS

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Autodesk, Boehringer Ingelheim Vetmedica Inc., Raley’s Family of Fine Stores, CalSTRS, The Clorox Company, Levis Strauss and Co., Medtronic/Kyphon, Applied Materials, Rockwell Automation, Chevron, Intel, IBM, Adaptec, 3Com, Micron Technology, StorageTek, Atmel, TIMET, U.S. Army (GCSS), Northrop Grumman Space & Missions Systems, Sega, Hyundai Electric, Amgen, Boehringer Ingelheim, The Walt Disney Corporation, UnitedHealth Group, Farmers Insurance (Zurich Financial Services), Wells Fargo, The Royal Bank of Canada, The Canadian Imperial Bank of Commerce, The Capital Group, MasterCard Inc., The Toronto Stock Exchange, Merisel, University of Toronto, Unilever Canada, Ontario Hydro, Hostess Frito-Lay (Canada), Sweetheart Cups, Ice Cream Partners, SAP America, the Province of Ontario (various ministries including Environment, Government Services, Ministry of Health)

### WORK HISTORY

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| Principle Consultant | Elliott Jackson Communications, LLC | July 2003 to present   |
| Director, Education  | SAP America                         | July 2002 to July 2003 |
| Principal Consultant | PricewaterhouseCoopers (PwC)        | Feb. 1997 to July 2002 |
| Senior Consultant    | Elliott Jackson Communications      | Aug. 1990 to Jan. 1997 |

### EDUCATION AND CERTIFICATIONS

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Master level studies, Political Science, University of Western Ontario  
Honours BA, Political Science, University of Western Ontario  
Professional development includes leadership, SAP functional courses, ASUG and Sapphire