

# JULIE HOFFMEISTER

STRATEGY AND TRANSFORMATION MANAGEMENT



## CONTACT

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## AREAS OF EXPERTISE

Strategy and Operating Model  
Transformation Program  
Management  
Organizational Change  
Management

## EDUCATION

University of Colorado, Boulder  
B.S. Business Administration  
Accounting Emphasis  
(Cum Laude)

## ABOUT ME

I'm passionate about helping teams deliver their best work. For almost 20 years I have led business transformation efforts for Fortune 500 industry-leading companies, delivering outstanding outcomes in complex and challenging environments.

## WORK HISTORY

**2007— Present    HOFFMEISTER CONSULTING, LLC.**  
**CEO and Principal Consultant**

I provide advisory services to my clients in their efforts to transform their business and deliver superior results. My services focus on strategy and operating model, transformation program management and organizational change management. Client engagement highlights are as follows:

### Strategy and Operating Model

- Asset Management Strategy and Operating Model - Designed a program management and governance model for a global asset management function which oversees \$200M in annual business improvement projects at Newmont Corporation, the world's largest gold producer.
- Health, Safety and Security Strategic Planning and Performance Management - Designed and implemented a global methodology to develop long-range strategic plans, capability improvement roadmaps and performance management systems to deliver improved health, safety and security results for Newmont Corporation.
- Operational Excellence Operating Model and Organization Design – Designed a business excellence organization to govern enterprise processes, evaluate operational improvements and prioritize technology investments to support an SAP S/4HANA implementation for 12,000 employees at Nutrien Ag Solutions, the world's largest agricultural retailer.

### Transformation Program Management

- Customer Relationship Management Transformation Program – Led the MillerCoors program to implement SAP CRM and advanced data analytics to deliver improved customer communications and sales promotion management for 8,000 employees and 1.5M retail outlets.
- Business Intelligence Strategy and Implementation – Managed the strategy, software/hardware implementation and advanced analytics program for MillerCoors.
- Data Center Consolidation and Service Management Integration – Provided leadership to the IBM data center consolidation and call center support implementation for MillerCoors.

### Organizational Change Management (OCM)

- OCM Portfolio Management – Implemented a new global OCM methodology and provided leadership to 45 change management leads deployed on various technology projects at MillerCoors, ensuring alignment across projects and utilization of OCM best practices.
- SAP S/4HANA OCM Program Strategy – Led the organizational change management team responsible for organization design, change management and training for the \$500M SAP S/4HANA project being deployed to 12,000 employees for Nutrien Ag Solutions.
- Organizational Change Management Lead – OCM leader for numerous business transformation efforts at MillerCoors including pricing and promotions management, sales to retail P&L reporting, point of sale enhancements and joint-venture systems integration for MillerCoors.

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## WORK HISTORY CONTINUED

**2000—2003**      **ORACLE CORPORATION (SUN MICROSYSTEMS INC.)**  
**Project Manager / Accountant**

Managed the Worldwide Compensation Integration Project for the US services division which integrated accounting processes and software across multiple business units and geographies. Led the business process re-design, software requirements definition, solution functional design, testing, implementation and training.

**1997—1999**      **IBM, INC.**  
**Financial Analyst**

Served as a Financial Analyst in the Software Group where I prepared monthly financial reporting for finance and business unit executives including budget analysis and forecasting. Provided financial evaluation for the G9 e-Business Project for internet-based software delivery.

## NON-PROFIT EXPERIENCE

**2017—Present**      **AUDIENCE OF ONE YOUTH THEATER**  
**President, Board of Directors**

Audience of One Youth Theater is a music theater company committed to developing character, integrity, teamwork and leadership in our youth through theatrical and arts experiences. These skills will enable them to succeed and joyfully serve their community.

**2014—2015**      **CHERRY HILLS COMMUNITY CHURCH**  
**CFO and Director of Shared Services**

During a sabbatical from consulting, served as CFO and head of business operations for Cherry Hills Community Church, an 8,000 member church ranked as the fastest growing church in America in 2014. Managed 50 employees and an annual budget of \$21M for the church and Cherry Hills Christian School.

- Led the Shared Services Organization to deliver day-to-day operations including IT, Accounting, Communications, Facilities Management, Guest Services, Inklings Book Store and Wild Blue Coffee Shop.
- Oversaw a \$6M portfolio of capital construction projects for the 250,000 sq. ft. building and 66 acre campus including a \$2M auditorium renovation, an \$850K performance venue upgrade and a \$3M campus master planning effort.

**2010—2011**      **MINDS MATTER**  
**National Board of Directors, Denver Executive Committee**

Minds Matter transforms the lives of accomplished high school students from low-income families by broadening their dreams and preparing them for college success.