

Patton Granada

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Professional Summary

24 years of global business consulting experience working with client organizations on leading change management and process improvement projects. Experienced in designing and implementing change management solutions for large-scale process and technology projects including Oracle and SAP. Industry experience includes fashion apparel, high technology, oil and gas, healthcare, utilities, and government. Specific skills include:

- Change Management
- Training Design and Development
- Process Design
- Communications and Stakeholder Management
- Organization Design
- Competency Development

Employment History

- Sep 2016 to Present: Consultant, **Gap Brand**, New York, NY
- Jun 2016 to Sep 2016: Consultant, **Stitch Fix**, San Francisco, CA
- Nov 2015 to May 2016: Consultant, **Gap Brand**, San Francisco, CA
- July 2013 to Nov 2015: Consultant, **LeapFrog Enterprises, Inc.**, Emeryville, CA
- Nov 2011 to July 2013: Director, Global Business Support, **Levi Strauss and Co.**, San Francisco, CA
- Mar 2009 to Nov 2011: Consultant, **Levi Strauss and Co.**, San Francisco, CA
- Dec 2008 to Mar 2009: Consultant, **California Academy of Sciences**, San Francisco, CA
- Jul 2007 to Nov 2008: Consultant, **Chevron Corporation**, San Ramon, CA
- Mar 2006 to Jul 2007: Consultant, **Gap Inc.**, San Francisco, CA
- May 1993 to Feb 2006: Manager, **Accenture**, San Francisco, CA

Professional Experience

Change Management

- Led the Change Management effort for the implementation of a Product Lifecycle Management (PLM) system at Levi Strauss & Co. PLM is the core business application that facilitates the integration of design, line planning, development, and the sharing of key product information within the business and with external partners. Change Management scope included communications, maintaining the Change Network, and delivering process and system training to 600 plus end-users globally.
- Led several large-scale Change Management initiatives in a Change Management Lead role. Projects include implementing Oracle Enterprise Business Suite for LeapFrog Enterprises, building HR service centers (Oracle HRMS) for Seagate Technologies, implementing Retek (Oracle Retail) for a military general merchandise retailer, and upgrading a customer care and billing system (Oracle Utilities) for Pacific Gas and Electric.
- Developed Change Management strategies, project plans, budget estimates, and implementation plans for Change Management initiatives covering the areas of Training, Stakeholder Management, Communications, Sponsorship, Business Readiness, and Performance Management. Performed in-depth analysis on project plans and budgets. Excellent skills in MS Excel and MS Project.

Training Design and Development

- Led the design, development, and implementation of training requirements for large-scale process and technology projects. Led the instructional design and training deployment for an Oracle EBS implementation at LeapFrog, a Product Lifecycle Management system at Levi Strauss, Oracle HRMS data management at Seagate Technologies, HP Project and Portfolio Management at Chevron, custom-built systems for the Internal Revenue Service of the Philippine Government, and call center technology and customer service training for a life insurance provider (reduced call abandonment from 24% to 1%).
- Managed the training development and delivery for a Go-To-Market business model at Levi Strauss & Co. Served as the instructional designer for the Business Process Improvement group and developed Go-To Market training for the Levi's and Dockers brands.
- Managed the set-up and maintenance of end-user training environments for large-scale system implementations. Defined training environment requirements, data strategy, and ongoing refresh and maintenance.

- Implemented a Learning Management System at Levi Strauss and Co. Facilitated the end-user data load from the HR system, set-up the initial course catalogue and implemented training evaluation reporting.
- Managed the \$5M training program budget for the Learning and Development function of an apparel marketer. Performed monthly budget reconciliation and forecasting. Managed the training program logistics including registration, delivery logistics, and training history reporting.
- Implemented eLearning solutions for a global consumer electronics client. Facilitated the research and selection of the Learning Management System, off-the-shelf content providers, and content development tools. Established the client's relationship with a Business Solutions Provider.

Process Design

- Led the process design and implementation of inter-affiliate shipment processes at Levi Strauss & Co. to support the movement of excess and obsolete inventory to global affiliates who can sell the inventory at a profitable margin. Implemented the capability in the US, Mexico, Canada, and United Kingdom.
- Led a Business Process Team in developing integrated business processes as part of a Peoplesoft HRIS implementation at Kaiser Permanente. Developed the process design approach, standards, and approval process. Developed and tracked the project work plan and monitored the completion of deliverables created by the team.
- Developed employee data management processes for the HR Service Centers at Seagate Technologies. The employee data management processes were rolled out as part of a global Oracle HRMS implementation. Reviewed regional processes to ensure alignment with global requirements.
- Developed innovation leadership process documentation at Levi Strauss and Co. The innovation process was the output from several brain storming sessions with representatives from key functions in the organization including Merchandising, Design, Marketing, Global Sourcing, and Finance.
- Developed business processes for the Taxpayer Accounting module of a custom-built application for the Internal Revenue Service of the Philippine Government. Facilitated the review and approval of the business processes.
- Developed Point-of-Sale business processes for 4 pilot Convenience Stores launched by Chevron in the Asian market. Integrated the functionality of a point-of-sale system in the business processes.

Communications and Stakeholder Management

- Developed and implemented the communication strategy and plans for several Change Management projects. Projects include the implementation of ERP and custom-built systems, changes in business processes, and new performance appraisal processes.
- Conducted audience analysis, identified key stakeholders, analyzed communication vehicles, and developed communication messages and materials as part of implementing a communication plan.
- Established and maintained Change Network to keep key stakeholders engaged and actively involved in all impacted business areas.

Organization Design

- Performed change readiness and impact assessments for several large-scale technology projects. Analyzed assessment results and recommended solutions to address issues identified.
- Conducted a headcount, span of control, and workload analysis for the Inventory Management function at Gap Inc. The headcount and workload analysis supported the implementation of a best-in-class supply chain system.
- Transitioned a highly-impacted function to a new organization structure for a leading international specialty retailer. The change in organization structure was driven by the implementation of Retek Merchandising System. Developed job descriptions and development plans for positions in the new organization.

Competency Development

- Led the competency development for the Inventory Management group at Gap Inc. Generated alternatives for a competency model and developed options for proficiency level assessments.
- Identified competencies, developed competency definitions, and defined behavioral descriptions through expert interviews and focus groups. The competencies identified supported the implementation of a competency-based training curriculum.
- Linked competency development to relevant HR processes including recruitment/selection, training, and performance management.

Education

Bachelor of Science in Industrial Engineering, Minor in Mechanical Engineering
 De La Salle University, Manila, Philippines, April 1993
 Dean's List, GPA: 3.0, Top 5 % of graduating class

Interests

Personal passions include: polo, sailing, snowboarding, scuba diving, rock climbing, hiking, and running.