

Client

I communicate purpose and strategic vision simply – tirelessly – everywhere.

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C-suite Transformational Leader

Exceptional Growth through Strategic Vision, Asset Maximization & Operational Excellence

**Business Development ~ Financial Management ~ IT/Technology ~ Sustainability/CSR
Business Process Re-Engineering ~ Marketing ~ Security ~ Human Resources**

"I believe that remarkable change leaders upend the status quo by separating ritual from reason to jump-start the innovation that creates future value. They listen closely, communicate clearly and execute decisively. I see opportunities and align investors/ donors, the Board, leadership and management teams on incremental improvements and long-term plans to achieve success."

Driving transformational advances in mission-critical areas for an S&P 500 company . . . always exceeding expectations:

- **Revenue Growth and Cost Reduction.** Led team to increase business development revenue from \$28M to over \$50M in 5 years, reduce operating costs by over \$25M while improving service levels, and reduce accounts receivable from over 2.5% of billings to 0.9%.

"When I see talented 25 year olds having a not great work experience, with no support or opportunities given them, I say to myself, 'thank God I had Eric at that age'." – Company team member

- **Team Building/Leadership.** *"My change leadership success is marked by steadiness, vision, ethics, optimism and fun. I create a culture of 'doing' and look for ways to make others win."* Sponsored Gallup employee engagement program. Moved Gallup Q12 score from 25th to 90th percentile.

- **Socially/Environmentally-driven Initiatives.** Led the [Hispanic Market program](#) for bottom line growth that out-paced core portfolio growth while operating. Concurrently implemented 5-year sustainability program that paid off immediately and for 2 years running, generated \$20M of annual utility savings and earned many industry-esteemed sustainability awards. Added 4 new solar projects in 2016, making company one of the 15 largest commercial solar operators in the U.S.
- **Technology Innovations.** Transformed operating practices with broad-based technology implementations (broadband communication infrastructure, operating analytics, security and sustainability technology, fulfillment solutions, mobile search and analytics, and omni-channel retail convergence). Each implementation benefitted retailers, shoppers and bottom line.

Change Leadership Professional Experience

[COMPANY - MAJOR RETAIL REAL ESTATE DEVELOPER](#), Location

1989 to Present

Company (S&P 500 company) is one of the country's largest owners, operators and developers of major retail properties with one of the nation's most active and robust pipelines of new and redevelopment projects. Key markets include Arizona, California, metropolitan Chicago, the New York City metropolitan area, and suburban Washington, D.C., within an expansive national footprint.

Chief Strategy Officer (2016 to Present)

Progressed to CSO after improving bottom line in 2015 – *company's most transformational year during my tenure*. Positioned the company to capitalize on opportunities to transform malls, as omni-channel continues to evolve and technology changes the way buildings function and real estate is developed.

Improved service levels and results while reducing costs – implementing new technology, outsourcing non-core functions and entrusting individuals with more responsibility without adding headcount.

COMPANY, **Chief Strategy Officer**, continued

Initiatives to keep team performance and engagement high:

- Continual development of most senior team to be highly capable leaders. To maintain organizational resiliency, multiple people are now capable of running the team.
- Advanced the career progression of high-potential talent by working with the hand-selected Leadership Team and promoting the Mentor Program.
- Win-of-the-Week program generated 200 personal notes of acknowledgement.

COMPANY, **Executive Vice President** (2011 to 2015)

Concurrent with SVP – Asset Management role, led company's industry-leading omni-channel operations strategy including property management, digital media, sustainability, business development, marketing and security for a portfolio of 70 regional shopping malls across the USA.

Change Leadership – Co-created and co-led the professional development program for high potential employees, and sponsored the Gallup employee engagement program. Actively engaged and retained top talent, heavily recruited by outside firms.

Asset Maximization, Revenue Growth & Business Development

- Negotiated and closed \$1.2B+ purchase and sale agreements, for maximum portfolio growth.
- Directed investor due diligence and negotiation of management agreements and transaction closings for joint ventures totaling over \$2B of investment.
- Doubled business development revenue in 5 years leading strategy and negotiations for agreements with nationally recognized brands and ad agencies.
- Reduced operating expenses by \$25M while maintaining operating excellence standards.
- Realized real estate tax savings of \$6.7M and a \$350M reduction in assessed value by developing property-specific appeal strategies.

Technology & Sustainability Advances

- Reduced accounts receivable from over 2.5% of billings to 0.9% utilizing ERP System.
- Digitally enabled enterprise-level financial reporting and forecasting, security and operations by launching fully responsive corporate website, digital media and guest services.
- Implemented 5-year sustainability program that paid off immediately and for 2 years running. Generated \$20M of annual utility savings (ROI in excess of 15%).
- Achieved Global Real Estate Sustainability Benchmark (GRESB) score of 78 (Top-level Retail Sector Ranking for North America). Earned Carbon Disclosure Project (CDP) score of 95A (A-List of top 200 companies worldwide disclosing to CDP).

COMPANY, **Senior Vice President - Asset Management** (2005 to 2010)

Led real estate portfolio performance and joint venture partner relationships with institutional co-investors. Directed Business Development and Specialty Leasing programs generating ancillary revenue opportunities through premier, nationally-recognized brand partners and local entrepreneurs. Led sustainability programs.

Realigned property objectives to reflect capital constraints, and the retail and consumer pullback caused by the economic downturn. Validated and enhanced property-specific strategic plans as part of comprehensive portfolio evaluation.

- Drove underwriting of development projects equaling \$2B+ in asset value.
- Generated over \$130M in sales and a \$1.5M bottom-line contribution, architecting, negotiating and implementing a company-wide gift card program through US Bank and VISA.
- Advanced measure of team's psychological commitment to workgroup, which rose from the 25th to the 90th percentile of all companies in Gallup's Q12® Engagement database . . . *exceeding Gallup's definition of a World Class workgroup.*

COMPANY, Senior Vice President – Strategic Planning (2000 to 2004)

Led identification, development and implementation of transformational operating strategies and business process re-engineering efforts. Developed core messaging for the company's internal communication plan and strategic partnerships with service and technology partners. Created a comprehensive internal brand campaign for long-range vision, organizational realignment and business process changes.

Developed the first corporate strategic plan and created internal alignment to the plan across departmental and geographic boundaries, and up and down lines of reporting. Delivered comprehensive asset performance results by assessing operating metrics and adjusting tactical focus for portfolio of 70+ regional malls (currently 50).

Took decisive and insightful action to completely replace legacy financial systems with web-based technology, involving co-developing a real estate module with Oracle. Increased efficiency in managing and reporting operating data, and streamlined workflow processes, from which we continue to reap benefits today.

Broke a long-standing operating paradigm that was a disincentive to cut costs. Currently allows tighter management of bottom-line through expense containment, which was highly beneficial through the economic downturn.

Launched corporate website and individual mall websites on a consolidated system cost-effectively managing 60+ mall websites. Generated more than 10M user sessions annually.

Provided strategic oversight and defined operating objectives for Siebel CRM implementation which integrated lease negotiation, approval, documentation, financial forecasting and billing functions. The system continues to pay dividends today.

Led a ROI-driven, successful implementation of Oracle's ERP System. Removed the company from 'tier-3' technology providers – streamlined back office processes and compressed revenue cycle by 50%. Minimized average lease processing time 50% during first year of ERP implementation.

COMPANY, Vice President, Acquisitions and Acquisitions Manager (1989 to 2000)

Led asset and portfolio acquisitions for regional mall transactions exceeding \$850M. Effectively integrated properties and teams into the company. Reported to EVP, Director of Acquisitions. Led the operational integration of acquisition properties including budgeting, property management and leasing.

Directed financial analysis, document review, proforma development and return analyses for targeted acquisition properties. Coordinated due diligence review including physical and environmental studies. Developed underwriting templates for market rents, sales and lease expiration analysis.

Education

BBA, Business Administration, University of Washington, Seattle
Double concentrations in Finance and Business, Government and Society