

### *Summary*

Honorio J. Padrón, III joined ScottMadden in 2014 and is a global senior executive with 40 years of experience in shared services, IT, operations management, business transformation, program management, outsourcing/in sourcing, and customer experience design. His work experiences include Fortune 500 companies, small businesses, university/public school systems, and state and federal government. Honorio has significant experience as a CIO and as a shared services (global business services) executive. Honorio has been a consultant for 12 years and has wide industry experience with emphasis in retail, hospitality, construction, consumer products, aerospace, utilities, technology, life sciences, distribution, chemical, professional services, public sector, telecommunications, and manufacturing. He regularly publishes research on the topics of shared services/global business services, globalization, G&A optimization, enterprise service delivery model improvements, and IT. Prior to joining ScottMadden, Honorio was a managing director at The Hackett Group, Inc. He also held senior executive roles such as business unit CEO and corporate CIO at Exelon Corporation and CIO at PepsiCo. Honorio also worked at NASA/Kennedy Space Center. He earned a B.S. in electrical/biomedical engineering from the New Jersey Institute of Technology.

### *Areas of Specialization*

- Shared services design
- Shared services assessment and planning
- Information technology
- Operational excellence
- Service delivery/operations

### *Recent Articles and Speeches*

- “Global Business Services: Global Work Location Strategy.” Hackett Press. 2013
- “Finance Service Delivery: Increasing Agility, Enhancing Value.” Hackett Press. 2012
- “Global Business Services: The Revolution Continues.” Hackett Press. 2011
- “Outperformance: Finance’s Journey Starts Today.” Hackett Press. 2010
- “Service Delivery Model Playbook.” Hackett Press. 2010
- “Global Business Services: Redefining the Enterprise Engine.” Hackett Press. 2010

### *Recent Assignments*

- Reengineered go-to-market strategy and approach for a global strategic advisory firm and developed implementation of an integrated market strategy around the framework of an enterprise service delivery model
- Designed and implemented global business services transformation initiatives
- Executed several outsourcing strategy design and contract negotiations for BPO/ITO initiatives
- Reduced SG&A costs through shared services process transformation
- Developed and deployed enterprise-wide global governance models, including portfolio management and outcome-based performance management
- Developed and deployed global IT strategy and operating models, specializing in the alignment of business and technology ERP selection, procurement, and implementation strategy design and deployment
- Developed and implemented service management processes
- Developed and implemented an integrated customer experience transformation
- Advised on and conducted due diligence for venture capital firms on M&A activities
- Advised senior executives on the application of both current and future management, technology capabilities, and services to improve business performance
- Strategy development and deployment on the implementation of offshore capabilities, with specific emphasis in East Europe, Asia, Mexico, Central America, and South America
- Completed the design and rollout to the market of a brand new global business services practice
- Developed several strategies for Fortune 500 companies, federal agencies, and state governments in the execution of shared services initiatives