

Summary

T. L. “Trey” Robinson, III, is a business transformation and shared services leader, specializing in multifunction shared services design, implementation, and improvement. With more than 25 years of consulting experience, he brings extensive knowledge in creating and implementing shared services strategies, leading major corporate transformations, and improving profitability for client companies. He has interacted with corporate directors and officers of domestic and global companies, covering energy, aerospace and defense, retail, professional services, healthcare, telecommunications, and manufacturing industries. A frequent speaker at conferences and industry events, Trey holds an M.B.A. from the Babcock Graduate School of Management at Wake Forest University and a B.S. in chemical engineering, with a minor in economics, from North Carolina State University. Prior to joining ScottMadden, he was employed as a senior manager at KPMG and its consulting spinoff BearingPoint.

Areas of Specialization

- Multifunction Shared Services
- Operating Model Improvement
- Finance and Accounting
- Supply Chain
- Intelligent Automation
- Program and Project Management
- Change Enablement

Recent Articles and Speeches

- “Implementing Shared Services and Advancing with Next Generation Concepts.” Presented with Hayden Szubski. IQPC Shared Services and Outsourcing Week Autumn Conference. September 2023
- “Assembling an Evolving Automation Toolkit.” Presented with Brad DeMent and George Penton. IQPC Intelligent Automation Week Conference. June 2023
- “Procurement Transformation: Operating Models Which Incorporate Service Delivery, Centers of Expertise, and Tools and Technology.” Presented with John Francis. Institute for Supply Management World Conference. May 2023
- “Shared Services 101: The Essentials for a Leading Practice Organization.” Presented with John Francis and Molly Donofrio. IQPC Shared Services and Outsourcing Week. March 2023

Recent Assignments

- Led the design and implementation of a new corporate support operating model, including accounts payable, billing, accounts receivable, supply chain, and people services, for a \$9 billion professional services firm. Oversaw a large, cross-functional team in process optimization, technology and automation deployment, organizational design, relocation, and program management. Benefits included a reduced cost structure, improved scalability, enhanced capabilities, and improved customer service
- Led the strategy, design, and implementation of a finance shared services organization, including travel and expense, payroll, accounts payable, human resources, and IT help desk, which exceeded business case benefits projections for a \$20 billion aerospace and defense contractor. Directed a cross-functional project team on process redesign, compliance, organization and staffing, and customer technology implementation
- Directed the operational readiness, testing, and change management support of a payroll outsourcing implementation for an \$80 billion multinational technology conglomerate. Key activities included development of the target operating model, roles and responsibilities, and overall change management. Directed an assessment of the training strategy, supported execution of test cases, reviewed testing protocols, documented integration points, and identify testing exit criteria
- Directed the assessment of a Procure-to-Pay (P2P) operating model for an international food manufacturer and distributor. Conducted a review of supply chain and accounts payable activities, defined a leading practice P2P process model, designed the supporting organizational structure, assessed technology requirements, and created a business case to support implementation
- Directed the assessment and design of an international accounting service delivery model for a Fortune 20 telecommunications company. Led the evaluation of international accounting activities across 80 countries, during which the project team defined current state workload levels, determined baseline customer satisfaction, identified future delivery model options, recommended the “best fit” option, developed the business case, and documented implementation phasing and detailed implementation activities
- Supported the integration of a \$1.9 billion technology acquisition into a \$13 billion defense organization. Activities included the assessment and integration of all organizational functions across policy and process, people, tools and technology, and environment. Deliverables included an overall change management plan, communications plan, tools and technology training, an integration portal, and “day one” materials