Darren Crawford

Leader, Information Technology

Mining • Utilities • Manufacturing • Infrastructure

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Energetic champion of IT's intrinsic value in delivering long-term business prosperity through enriched capability and fresh, contemporary leadership. Expert in driving transformational change that challenges traditional thinking and heralds in new eras of innovation.

Value Proposition

- **Business and technology future-proofing:** Transitioned a basic I.T. landscape into an agile environment that kept pace with the company's growth. Gained access to funding, resources and a license to drive change—maturing the company while sustaining two production operations. Proposed three-year program, transformed ad hoc systems into a world-class environment—globally recognized for innovation employed from some of the world's largest software vendors.

- **Experience spans infrastructure and application projects** and their impact on core business functions and processes. Inherent capacity to build convincing cases for change that achieve influential backing and green light for funding.

- **$6M Global SAP implementation** (Hana and Fiori) across all locations for finance, human resources, payroll, plant maintenance, supply, projects, and budgeting/planning. Rationalizing legacy ERP systems into a single global instance with standardized business processes and business function consolidation, enabled shared service capability in Cambodia. Deploying SAP where limited English and a lack of exposure to the tool existed, meant training and change management were crucial throughout execution and post go-live—while governance helped produce a good outcome.

- **Outside-the-square business mindset:** Changed the procurement model for the transformative implementation of a global SAP system, from upfront capital expenditure to a 36-month operating expenditure model—in the face of an unanticipated Board freeze on all new projects. Solution circumvented project freeze, won Board and CFO approval, and was delivered to budget. The initiative that exceeded stated business benefits and delivered ROI in two years, was cited as *"One of the most innovative SAP implementations in the mining world".*

Areas of Expertise

IT Strategy and Planning	Vendor Management
Project and Program Management	Risk Management
Business Change Management	IT Transformation
Commercial and Contract Management	Business Case Development & Approvals
Executive Engagement	Innovation

360˚ Feedback— Expert in:

- Shouldering large and complex challenges rejected by others.
- Questioning; finding better ways
- Mitigating risk while employing strategic, practical and pragmatic solutions.
- Building high-performance, harmonious teams. Developing and mentoring staff.
- Gaining access to funding and project authorisations, no matter how high the bar is set.

Career Timeline

WYOMINE COAL, Wyoming	10/2011–Present
Group Information Systems Manager (CIO)	
CLEVELAND STEEL, Ohio	1/2004–10/2011
Information Systems Business Services Manager	(2/2005–10/2011)
Information Systems Area Manager	(1/2004–2/2005)
SOFTWARE PLATFORMS	1/2001–12/2004
Partner Account Manager	(4/2002–12/2004)
Technical Account Manager	(1/2001–4/2002)

A strategic, innovative and commercially astute technology leader

Employment History

WYOMINE COAL, Wyoming   10/2011–Present
Group Information Systems Manager

Report to: General Manager, Commercial. Direct Reports: 4 (Managers of Service Delivery, Business Systems and Production Systems). Indirect Reports: 40. Budget: $16M (Capex and Opex); Special Projects: $3M to $90M).

"Ultimately, for all things IT, the buck stops with me."

Overview: A fully autonomous role presiding over IT and operations technology systems in all company offices globally.
Performance: Delivered to all commitments—often beyond expectations—despite technical complexities and challenges.

Summary: Handpicked by the CFO to herald in an era of change that would deliver scalable technologies, systems and processes to underpin the company's aggressive growth strategy. Upon commencement, I.T.'s reputation was poor. Without governance, project methodologies or a PMO, projects were typically delayed. Insufficient visibility around expenditures and ad hoc systems, ensured credibility had reached an all-time low. Immediately embarked on a 90-day plan to view the department's structure, interview key stakeholders, construct a budget, and introduce a multi-pronged plan for resolution.

Actions: Restructured the department, developed position descriptions, hired new staff, and mapped a model to complete a high-level strategy and program of work to address high-priority issues.

Within nine months, a managed services contract was in place to outsource the infrastructure, and the entire I.T. department had been restructured—with a renewed customer-first mindset, and focus on how projects were delivered.

- Gained approval for a 25% increase in budget to fund key projects
- Inked a five-year, $10M deal to outsource infrastructure with a tier 2 provider.
- Rolled out a suite of 12 policies and a project methodology business-wide, that generated predictable, consistent services.
- Addressed concerns raised by the board and external audit through greater governance.

Micro-leadership case studies—special projects

$6M Global SAP implementation across all locations for finance, human resources, payroll, plant maintenance, supply, projects, and budgeting/planning. Rationalizing legacy ERP systems into a single global instance with standardized business processes and business function consolidation, would enable shared service capability in Laos. Deploying SAP in Laos where limited English and a lack of exposure to the tool existed, meant training and change management were crucial throughout execution and post go-live—while governance was adjusted for a successful outcome.

- Distinguished as the first organization in the USA to adopt Fiori and the second to implement SAP Suite on Hana.
- Brought many key deliverables back in-house to ensure on-time delivery and high quality.
- Delivered 1500 training courses and 150 single page easy-guides—that remain in use organization-wide.
- Recognized globally by SAP as one of the first companies to adopt the new technologies.
- Requested to present at local and global conferences on the journey and lessons learned.

$2.5M mine operations reporting system. With departments business-wide using individual processes, no key visual was available to prove business wellbeing. Implementing an automation tool to capture critical business data and present the information graphically for different audiences across the business, was a solid first start, supported by standards and policies rolled out in parallel.

- Deployed project at both mines sites generating near real-time information from production, planning and management.
- Generated $12M+ in business value within the first six months of go live, when analysis of the data demonstrated the benefits of deferring investments in the mining fleet, and driving focused improvements to process plants.

$1M IT component transition of a newly acquired $100M asset. The project's aim: to ensure seamless future mergers and acquisitions via the introduction of standard policies, processes and architectures organization-wide. With the new asset located in remote Malaysia—highly available, secure and safe systems were critical, while integrating business functions into existing departments would save costs and improve asset management.

- Produced rationalization strategy for equipment replacement, and identified a 12-month ROI.
- Delivered consolidation and upgrade within three months—reducing 25 servers to three, and replacing the unreliable undocumented communications network with a fully redundant solution. Rapidly migrated core business functions to SAP, reducing the reliance on old systems and containing staff resistance.

CLEVELAND STEEL, Ohio   2/2005–10/2011
Information Systems Business Services Manager

Reported to: Information Systems Manager. Reports: 25 (IS Area Managers, Infrastructure Manager, Project Manager, Service Deliver Analyst, Business Analyst, Process Analyst. Budget: $40M OPEX $6M CAPEX, $50M special projects across seven years.

"The IT department transitioned from a distant service provider, to a fully integrated business partner."

Established an I.T. planning and portfolio management framework, and program office to ensure all projects were identified and assessed prior to investment decisions. For the first time, credibility was restored as the lack of defined I.T. practices, strategic roadmaps, inconsistent engagement, and poor relationships became issues of the past.

Within 12 months, established a project portfolio that prioritized work to be completed across the entire manufacturing business—linking timetabling to the fully integrated supply chain, and detailing dependencies. The deployment of standard ITIL processes greatly improved uptime and provided rapid-fire responses to business outages—while cost reductions became a natural result of streamlined business processes.

Micro-leadership case study—special project

$920K SAP Environmental Compliance System allowed each business unit to enter environmental compliance information into a template—creating standard business reports available to a broad audience. Improving data integrity, reducing manual effort and cutting headcount by two, generated cost savings—while the project was regarded by SAP as one of the best implementations of the environmental compliance tool in the world.

$2.1M project to replace 13 outdated, largely undocumented and poorly managed PABX systems supporting 5500 extensions across a large industrial site—many of which formed part of the emergency response system. The project's aim was to mitigate high business risk, while reducing costs and headcount to support this environment.

- Generated costs savings from reducing headcount by five FTEs, while cost per handset was cut by 50+%.
- Project delivered ROI in three years.
- Implemented new systems with no impact on business as usual.

$3.1M full lifecycle project to replace legacy applications and manual processes supporting the steelworks' laboratories with an off-the-shelf laboratory information management system that would increase efficiencies, reduce staff, and improve data integrity and reporting. For staff resistant to change, provided a program of inclusion that valued input, and offered early pilot training for feedback. Later, the program was rolled out across other divisions—becoming the standard for lab systems across the local business.

Information Systems Area Manager   (1/2004–2/2005)

Reported to: Information Systems Area Manager. Reports: 15 (Project Managers, Solution Architect, Business Analysts). Budget: $8M OPEX, $4M CAPEX, $7.2M special projects.

Documented the portfolio of applications and business processes supporting the steel-making business. From the portfolio, developed a consolidated budget and set of service levels for supporting the operation.

- Stabilized costs and transitioned a large percentage of the IT expenditure from reactive break/fix services to proactive.

- Reduced expenditures by 33%. Captured and consolidated departmental costs, and identified opportunities for better controls. Won the green light for a bold proposal to consolidate core I.T. expenditure into a single cost center and provide a mandate as the sole individual to authorize spending.

- Led the replacement of a 20-year old legacy application—costly and unreliable to run with a commercial, off-the-shelf application to support slab making production systems. The $7.2M program was widely recognized as one of BlueScope's most successful IT projects undertaken in production—with an ROI of three years and clearing the path for IT to assume control of a large body of work. No lost time injuries or safety issues, and no lost production time was testament to the project's success.

- Delivered on time and on budget, a $2.6M computer room located in a key production area. State-of-the-art computer room incorporated special environmental designs for airborne dust and sulphur elimination, featured redundant fiber-optic cabling, and a meticulous migration plan to minimize disruption.

Education

Bachelor of Computer Engineering   University of Boston
Electronics Engineering Diploma / Electrical Trades Certificate   University of California