

# STEPHEN E. LANGFORD

Technology ■ Innovation ■ Transformation

## CIO / CTO

Fortune 100 Corporations

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### Game-changing executive officer and innovation leader renowned for:

- Conceiving and pioneering next-generation technology to achieve corporate vision
- Revolutionizing technology to drive revenues, profits and efficiencies
- Advising globally dispersed technology organizations in successful transformations
- Providing council to industry-leading and academic organizations



| Walt Disney SVP / CIO   | Hewlett Packard, Board Member   | General Mills, VP / CIO   | Oil & Gas, VP / CIO   |
|---|---|---|---|
| <ul style="list-style-type: none"><li>•Overhauled corporate IT strategy – Saved \$30M</li><li>•Reconstructed Parks and Resorts' technology – Delivered 20% increase in operating income</li></ul> | <ul style="list-style-type: none"><li>•Advised senior HP leaders regarding pioneering innovations and development of innovative technology strategy</li></ul> | <ul style="list-style-type: none"><li>•Conceptualized and led execution of next-generation global technology strategy – Reduced annual operating costs \$8.5M</li></ul> | <ul style="list-style-type: none"><li>•Led pioneering technology initiatives in transitioning Oil &amp; Gas from regulated to deregulated market – Saved &gt;\$2M</li></ul> |

### CAREER SYNOPSIS & ACCOMPLISHMENTS

**WALT DISNEY PARKS AND RESORTS (NYSE:DIS)**, Lake Buena Vista, FL 2008 to 2018  
*Segment of The Walt Disney Company that conceives, builds and manages the theme parks, holiday resorts, and leisure enterprises. Revenue: \$16B; 125,000 employees; 43M visitors/year.*

**SENIOR VICE PRESIDENT & CIO** – Budget: \$450M; Staff: 1,100

Member: Walt Disney World Steering Committee  
Walt Disney Parks and Resorts Worldwide Operations Steering Committee  
Walt Disney Company IT Leadership Board

Led IT initiatives globally for all business units encompassing 4 major theme park operations and 36 resorts in the USA, China, France and Japan as well as 2 cruise ships and international timeshare operations.

- Recommended organizational restructuring of technology operations to consolidate and leverage best practices and systems across all businesses globally.
  - Conceived and executed build-once-and-propagate-globally strategy delivering \$60M capital development savings and \$30M revenue increase.
  - Consolidated global systems portfolio of >600 systems into <450.
- Envisioned and pioneered next-generation CRM strategies and propelled Walt Disney Company's vision into a reality while **driving 20% increase in sustainable YOY operating income.**
  - **Drove annual revenues from \$5M to \$70M.** Revolutionized photography system. Led feasibility, design, prototyping, patenting and deployment of first in-park wireless and fully automated photo imaging capability that is now a major global line of business.
  - **Elevated guest satisfaction 7 points.** Led integration of innovative technologies (biometrics, RFID, digital imaging and mobile communication) with revolutionary integrated process, data, media and systems strategies to intensify the guest experience.
  - Led life-cycle planning, integration and rollout for the first wireless mobile communications virtual tour guide driven by dynamic data-warehoused behavioral preferences.

*Recruited by President to lead **Michael Eisner's "digital-decade strategy"** – Restore brand relevance, boost attendance, increase the bottom line, and drive efficiencies.*

#### BOARD LEADERSHIP (CURRENT)

**University of Florida Technology Advisory Board**  
Strategic Board Advisor **representing The Walt Disney Company** guiding and prioritizing grant-driven research strategy and aligning curriculum with future workforce needs.

**Hewlett Packard Technology Advisory Council**  
Invited by Council Chair/SVP, Marketing to strategize futuristic innovations and **theme park industry direction.**

**University of Houston Tier One Advisory Board**  
Recruited to advise President and faculty on strategies for achieving national Tier One University status.

- Conceived the vision and led next-generation transformations of data warehousing, data analytics and data mining enabling business intelligence that provided an integrated look of revenue drivers.
  - Modernized data warehousing operations for >\$8B revenue stream (park tickets, resort occupancy, food and beverage, merchandise and transportation).
  - **Restructured pricing strategy capturing a 10% increase in revenues.**
  - Initiated advanced real-time revenue management techniques and systems impacting Disney's 30 global lines of business.
  - **Drove 8% reduction in reservation cancellations and 20% reduction in marketing costs** by shifting 40% of bookings from call centers to newly upgraded website.

**GENERAL MILLS (NYSE:CPB)**, Camden, NJ

2004 to 2008

Revenue: \$7B; 22,000 employees

**VICE PRESIDENT & CIO** – Budget: \$160M; Staff: 340 (global)

Directed all IS activities globally for GM as well as subsidiaries (Good Frozen Food, Bread Farms, Special Food Service, Dark Chocolate and Tasty Biscuits).

- **Envisioned and led development and execution of next-generation global technology strategy** and initiatives supporting sales and marketing, new product development, manufacturing, supply chain, warehousing, order management and human resources.
- **Reduced annual operating costs \$8.5M.** Rescued high-stakes technology outsourcing partnership with technology company and negotiated amicable agreement with company's Chairman. Renegotiated several global agreements.
- **Revolutionized global IT organization and infrastructure** producing a high-performance organization. Renovated legacy software system with an information-based system to enhance operations.

*Recruited to drive innovation and overhaul operations to deliver efficiencies.*

**OIL & GAS INC. (NYSE:TEN)**, Houston, TX

1995 to 2004

Revenue: \$3B; 3,500 employees

**VICE PRESIDENT & CIO** (2000 to 2004) – Budget: \$55M; Staff: 350**Co-Chair, CIO Team****Co-Chair, Gas Transportation Process Management Board**

**As VP & CIO**, led technology initiatives for pipeline operations, gas marketing, and offshore gas gathering as well as the Energy Software Sales and Services business.

- **Conceived vision and led design and development of first fully integrated real-time gas transportation management system in the industry.**
- **Reduced costs \$10M and improved service quality 25%** by implementing comprehensive process measurement and asset management program.
- **Generated \$10M net operating income annually** by developing administrative services business.
- **Saved \$3M annually** by co-sponsoring data center consolidation for 4 business units.

*Recruited by President to revolutionize technology infrastructure to secure market position following deregulation.*

**As Co-Chair, CIO Team**, oversaw strategic IS planning and architecture designed to leverage global technology investments.

**Director of Quality & Process Management** (1997 to 2000) Budget: \$3M; Staff: 8

- Conceived and designed groundbreaking technology strategy that supported deregulation mandate and positioned Oil & Gas to compete in the newly unregulated market place.
- Directed design and implementation of a comprehensive quality and cost management system, quality management and measurement methodology and company-wide statistical measurement and tracking system.

**Director, Systems Development** (1996 to 1997) Budget: \$28M; Staff: 150

- Chaired an Executive Council to develop process management and measurement program for transportation business.
- **Generated \$3M in cost reductions** by implementing application cost measurement process.

**Director, Internal Audit** (1995 to 1996) Budget: \$3M; Staff: 16**Member: Operations Steering Committee**

*Recruited by CFO to redesign audit function.*

## EARLIER CAREER:

JOHNSON INC., SOUTHWESTERN STEEL DIVISION (NYSE:JON), Bedford, MA – Director, Systems Computing

**EDUCATION**

Bachelor of Science ▲ Major: Mathematics; ▲ Minor: Computer Science  
University of Burlington, Burlington, MA

### Resume Strategy

Client was continually contacted by executive search consultants and supplied a position description for a CIO role that was of particular interest to him.

The goal was to create a resume that showcased his very senior role and his many accomplishments. He had been chosen as Computerworld's Top CIO in 2012 and the publication labeled him "The Strategist." I used that theme throughout his resume by showcasing the many ways he had been selected to drive vision, innovation and transformation.

The client is a very gregarious executive and I used a format and diversity of colors that matched his personality.

I began by creating an award graphic and positioning it prominently on the page. I then created a four-box snapshot of his experience and most recent accomplishments. The silver grey boxes were repeated for each position and brought attention to the fact that he was repeatedly recruited for his expertise.

I chose to align the Board Leadership text box next to his Walt Disney role because the first two board roles listed were directly related to his work at Walt Disney.

Client landed the position that he brought to the process – a position with one of the leading hospitality industry corporations.