



## Operating Plant and Systems Professionals

Inc.

'Your Increased Profitability is Our Bottom Line'

**ROY H. LANE**

**SENIOR-LEVEL STRATEGY AND ENTERPRISE ARCHITECT**

Proven thought leader and **Chief Architect** with results orientation and passion for building high performance teams. Brings 30 plus years of experience delivering business value, cost management and risk management solutions in leadership positions as an employee and a consultant. Diverse expertise in aligning technology with business needs at corporate headquarters, R&D and marketing centers and large manufacturing facilities in the refining, chemicals, plastics and pharmaceuticals industries.

### PROFESSIONAL PROFILE

**Builds high performance teams:** coaching and development, results orientation, influencing, decision making, prioritization, communication, creativity, process orientation, learning agility, analytical ability, aligning, planning, teamwork, resilience and change

**Works across architecture domains:** business architecture, enterprise architecture, information architecture and technical architecture

**Creates exceptional work products:** industry standard frameworks, enterprise capability frameworks, capability maturity models, business capability improvement strategies, roadmaps, solution assessments and evaluations for informed decision making, solution implementation plans, solution demonstrations including prototypes, proof-of-concepts and pilots to reduce implementation risk, information insight improvement strategies, information architecture, information availability, information quality and self-service information analysis tools, IT governance and decision models, practices, standards and guidelines

**Delivers insight and business value:** business plan - IT alignment, business and operating model changes, IT enabled business process, business led IT, SaaS, IT cost management, Cloud, Lean Six Sigma, standardization, IT contracts, hardware and software life-cycle management, IT capacity planning, IT risk analysis and prioritization, information insight, information risk, compliance and cyber security

### PROFESSIONAL EXPERIENCE

**TESORO COMPANIES INC., San Antonio, TX**

**2005 – 2015**

*Ranked 75<sup>th</sup> in 2014 Fortune 500, Tesoro is a leading independent refiner and marketer of petroleum products within the oil and gas industry, with \$37.6B in annual revenue.*

**Strategy and Enterprise Architecture Director, 2012 - 2015**

*Led a Strategy, Governance and Architecture department of 25 with four director level staff delivering strategies for all business capabilities and IT functions.*

- Strategies for technology and information enabled business capability improvements to add value
- Strategies for technology management to optimize retained services, manage IT spend according to spend tolerance and manage IT reliability according to risk tolerance
- Programs for compliance and cyber security to manage information risk according to risk tolerance
- Programs for communication and workforce planning to build high performance teams

**RESULTS INCLUDED:**

- Built a high performance team comprised of enterprise architects, cyber security and compliance professionals and business management professionals serving in an office of the CIO capacity
- Extended strategy services coverage to information insight for improved business decisions
- Extended enterprise architecture services coverage to identifying and accounting for business and operating model changes introduced by acquisitions to support the corporation's growth strategy
- Introduced Lean Six Sigma based technology management
- Led development of enterprise strategy for information risk and cyber security
- Extended cyber security strategy coverage to operational technologies such as DCS and SCADA
- Built an Enterprise Architecture talent pipeline in partnership with local universities; CEB published
- Facilitated business led development of IT strategy for commercial including front-office physical and financial trades, mid-office market price risk management and back office contracts and settlement

**Enterprise Architecture Director, 2005 – 2012**

*Introduced an inclusive, collaborative service for selection of business applications and technologies to influence enterprise architecture at the point of investment*

- Built a high performance team of Enterprise Architects and introduced strategy, assessment and planning services adopted across the enterprise
- Introduced an enterprise capability improvement framework and facilitated business led creation of IT strategies encompassing the value chain including commercial, refining, logistics and marketing
- Transformed architecture function from a policing to a partnering model

**FACILITATED INTEGRATION TECHNOLOGY, INC. (FIT), Flower Mount, TX 2003 - 2005**

**Consultant assigned to Tesoro Corporation; San Antonio, Texas Headquarters, 2004 – 2005**

*Traveled to six refineries in seven weeks and discovered and documented applications architecture*

- Assessed refinery applications and presented standardization and consolidation opportunities

**Consultant assigned to Western Refining; El Paso, Texas Headquarters, 2003 – 2004**

*Led teams for IT portion of Western Refining's startup as an independent refining company through acquisition of the Chevron El Paso refinery*

- Delivered refinery and marketing terminal systems for Day One operation under Western Refining
- Achieved accelerated 30 day schedule to cutover from Chevron terminal management system
- Doubled product throughput at marketing terminal via throughput analysis and streamlined automation

**CELANESE CORPORATION, Dallas, TX****1977 - 2003**

*Diverse strategy, plan, design and build experience for IT systems and Industrial Control Systems (ICS)*

**EDUCATION AND RECENT PROFESSIONAL DEVELOPMENT**

**BS, Electrical Engineering, The University of Texas at Austin, Austin, Texas**

Lean Six Sigma Certification (2014)

Attended Corporate Executive Board Events

- IT Summit (2013, 2014)
- Enterprise Architecture Executive Council (2011 – 2014)
- Information Risk Executive Council (2014)