

Peter J. Sherman, CSSMBB, CQE

PROFESSIONAL SUMMARY: *Results-driven Lean Six Sigma Master Black Belt professional with 22 years experience leading startups and business units in Operations and Finance. Experience managing teams with P&L responsibility. Proven track record improving key Financial, Operational and Customer Satisfaction metrics through Lean / Six Sigma / Quality Management / Due Diligence.*

FINANCIAL MANAGEMENT

Lead project teams involving financial due diligence, business case development, and vendor contract / price negotiations:

- *Financial Due Diligence:* Performed due diligence, financial modeling, and business case development on more than \$1 Billion capital investments for Fortune 100 company.
- *Contract Management:* Contract negotiation and financial due diligence for vendor contracts resulting in expense savings of \$1.1M in 2002 and \$7.9M in 2003.
- *Venture Capital:* Managed private equity investment fund focusing on “middle-market” companies valued at \$20M - \$250M. Industries included real estate, medical technology and manufacturing.

OPERATIONS LEADERSHIP

Lead teams and manage multi-million dollar initiatives with P&L responsibility. Focus on Operations and Supply Chain Management using Six Sigma methodology.

- *Six Sigma / Quality:* Certified Master Black Belt and Certified Quality Engineer responsible for evaluating and leading Six Sigma initiatives for a Fortune 100 Company.
- *Supply Chain Management:* Evaluated and selected best-in-class Help Desk vendors and established performance SLAs; implemented cost-effective internal inventory management system; overhauled and improved fulfillment operations for Fortune 100 company.
- *Internet Start-Up:* Chief Operating Officer responsible for managing operations including content production, customer care, and business development for startup B2B internet company.

INTERNATIONAL

Engineering and Business development experience in Asia and Latin America.

- Field engineer in Japan for global, Fortune 500 Japanese Construction and Engineering Company.
- Established successful engineering consulting companies in Mexico and South America.
- Successfully joint ventured with several Latin American Engineering consulting companies to pursue (INELMECA, Yanes & Asociados, INCONAS, GEOHIDRA).
- Languages: Spanish and Japanese

PROFESSIONAL EXPERIENCE

AT&T, Atlanta, GA

2001-Present

Associate Director – Product Development

Master Black Belt / Quality Engineer responsible for leading Operational Process Improvement initiatives:

- **Non-Billed Inside Wire Dispatches:** Reduced non-billed technician dispatches by 35.6% resulting in incremental \$2.15M billed revenue per year (1 week ROI)
- **FastAccess Help Desk Operations:** Reduced AHT by 25% and increased 1st Call Resolution by 10%, saving \$1.6M expense annually (1 year ROI)
- **CPE Fulfillment Operations:** Reduced modems shipped from 1.24 to 1.0 through rigorous QA/QC program, inventory management system and automated reporting. Saved \$1.7M expense annually (1 year ROI)
- **Internal IVR for DSL and Dialup:** Implemented combined system and saved \$1M expense annually in Admin. Telco charges (2 year ROI).
- **Billing Management System:** Reduced billing errors by 75% and recouped \$2.2M revenue (6 month ROI).
- **New Product Trials:** Operations Lead for new product trials including VoIP, Broadband on Demand, and Wireless / Wireline Integration. Design and implement end-to-end operational support processes: Provisioning, Fulfillment, Installation, Customer Support and Billing.

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EPIPELINE INC., Atlanta, GA

2000-2001

Chief Operating Officer

Responsible for managing all operations including content production, customer care, and business development for start-up B2B internet company. Managed staff of 16 with \$1M budget. Led successful integration of \$1M revenue acquisition. Re-engineered content operations into an efficient, scalable, knowledge-based organization resulting in 50% reduction of unit costs. Built in-house, multi-channel Customer Contact Center to support 400+ subscribers.

BELLSOUTH TELECOMMUNICATIONS, INC., Atlanta, GA

1998-2000

Manager – Finance, Network & Carrier Services Division

Performed due diligence, financial modeling, and business case development on \$1 billion annual capital investments supporting broadband, data and wireless strategies. Investments included Integrated Fiber-in-the-Loop, ADSL, ATM/Frame Relay, and Integrated Messaging.

LAW ENGINEERING & ENVIRONMENTAL SERVICES, INC., Atlanta, GA

1994-1998

Manager – International Business Development

Responsible for business development / joint ventures in Mexico (Drexha-Law) and South America in the private and public sectors. Co-directed the start-up of nationwide, turn-key consulting services group for PCS Wireless industry. Developed business plan / sales program with \$250k in startup capital. First year sales of \$10 million with 25% net operating margins.

LOCKWOOD GREENE ENGINEERS, Atlanta, GA

1992-1994

Manager - International Business Development

Responsible for business development and joint ventures in Latin America and Asia in the private and public sectors. Established Grupo Gutza-Lockwood Greene in Mexico and Lockwood Greene-Altecnic in Argentina.

SHERMAN & SON INVESTMENT, INC., Atlanta, GA

1987-1992

Principal

Managed private equity investment fund focusing on “middle-market” companies valued at \$20M - \$250M. Performed financial analysis, market feasibility studies and evaluations. Achieved 40% annual return over 5 years.

EDUCATION

Georgia State University, Atlanta, GA

Master of Business Administration - Finance (3.7 GPA), 1998

Massachusetts Institute of Technology, Cambridge, MA

Master of Science - Civil Engineering (High Honors), 1986

University of Florida, Gainesville, FL

Bachelor of Science - Construction Engineering (Honors), 1984

PROFESSIONAL CERTIFICATIONS, HONORS and PUBLICATIONS

- Lead Instructor, Emory University Six Sigma Program, 2007-current
- Columnist, “Six Sigma with Peter J. Sherman”, *Business to Business Magazine*
- Certified Lean Six Sigma Master Black Belt, Smarter Solutions, Inc., 2008
- Certified Six Sigma Black Belt, Southern Polytechnic State University, 2007
- ASQ Certified Quality Engineer (certification # 51184)
- Recipient of 2007 QuEST Forum (Telecom Quality Association) Best Practices in the Six Sigma Category
- Member: ASQ, International Society of Six Sigma Professionals, Technology Association of Georgia (TAG), Japan American Society of Georgia
- AT&T Gateway Leadership Program 2003-2007
- Recipient of MIT/JAPAN Science and Technology Scholarship, 1986-1987. Visiting MIT scholar working for Obayashi Gumi – a global, Fortune 500 construction and engineering company
- Sherman, Peter J., “Japanese Construction R&D: An Entrée into the U.S. Market”, *Journal of Construction Engineering and Management*, ASCE, 1988.

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- Sherman, Peter J., "Non-Billed Inside Wire Dispatches" The Final Tollgate, *iSixSigma*, May / June 2007.
- Sherman, Peter J., Peggy B. Sherman, "How a Fortune-500 Process Can Help Your Firm Reduce Errors", *Solutions*, July/Aug 2007.
- Sherman, Peter J., "Six Sigma for the Small Company", *iSixSigma*, Nov / Dec 2007.
- Sherman, Peter J., "Demystifying Design of Experiments", *Quality Digest InsideSixSigma*, April 3, 2008.
- Sherman, Peter J., "4 Days at a U.S. Hospital – An Insight into America's Healthcare Inefficiency", *Hospitals & Health Networks*, April 22, 2008.
- Sherman, Peter J., "Explaining the Motorola Sigma Shift", *iSixSigma*, May / June 2008.
- Sherman, Peter J. "The US Manufacturers' Dilemma", *Quality Digest*, July 2008.
- Sherman, Peter J. "Strengthening the Employee-Customer Relationship", *iSixSigma*, Sept. 8, 2008.
- Sherman, Peter J. "Interpreting Six Sigma Anomalies Can Help Avoid Waste", *iSixSigma*, Oct 6, 2008.
- Sherman, Peter J., "Creating a Sustainable Innovation Process", *Quality Digest*, Nov 17, 2008.
- Sherman, Peter J., "The Politics of Statistics", *Quality Insider*, March 9, 2009
- Sherman, Peter J. "A Call to Quality Professionals for Community Service", *iSixSigma*, March 23, 2009.
- Sherman, Peter J., James G. Vono, "The Language of Management – Part I", *Quality Progress*, April 2009.
- Sherman, Peter J. "The Math Behind Warranties", *iSixSigma*, April 27, 2009.
- Sherman, Peter J., "Systems Thinking: A Systemic Approach for Improving US Healthcare", *Quality Progress*, June 2009.
- Sherman, Peter J., "Bootstrapping Your Company's Productivity Program", *Business Process Management Institute*, 2009 (TBD)
- Sherman, Peter J., Eric A. Lucas, "Improving Long Term Care Performance Through Six Sigma", *Long Term Care Management*, 2009 (TBD)
- Sherman, Peter J., "Normal vs. Non-Norma Data", *iSixSigma*, 2009 (TBD)
- Sherman, Peter J., "How to Sell Project Ideas", *iSixSigma*, 2009 (TBD)