**TRACY R GRAY – HCS, PPMC, PMP, CSSGB**



*“Houston Business Journal Women Who Mean Business in Energy Honoree 2024”*

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*Representing less than 10% of world population with combination of Human Capital Strategy, Six Sigma, Strategic Bus Execution & PMP certifications with proven results in growth & efficiency*

**Award Winning Thought Leader & Storyteller in Strategy, Marketing,**

**Transformation, Portfolio/Program/Project/PMO Management,**

**Human Capital Strategy**

***Disciplines*:** Strategy, Marketing, Transformation, Project/Program/Portfolio/PMO Management, Human Capital, Process Improvement, Quality, Operations Management, Consulting

***Qualifications*:** BBA Marketing & Management (TAMU); MBA Management, Computing & Systems (HBU), Sustainable Business Strategy Execution Certification (Harvard), Leadership & Management Certificate (UH), Project Management Certificate (UH), PMP Certified (PMI), ITIL Version 3 Certified, Author, Certified ScrumMaster, Certified Career Management Coach, Certified Six Sigma Green Belt (UH), Human Capital Strategist Certification (HCI), Program & Portfolio Management Certificate (PPMC)

## CAREER SUMMARY

Twenty-five years in the oil and gas industry with a proven track record of leading success: **50% revenue growth, 20% margin growth, 7% SGA reduction, 50% reduction in LTIR**. Areas of expertise include **marketing, strategy,** **product commercialization,** **transformation, process/quality improvement, and portfolio/program/project/PMO management**. Highlights include implementing new client-value based strategy and developing new methodology for market sizing which led to increased revenue and market share, defining the strategy and process for planning and staffing global oilfield drilling projects to ensure project success, and creating a Customer Advisory Board to drive product roadmap and industry change. Transformation programs include PMO Manager for billion dollar business-process transformation program with heavy emphasis on updating backend technical infrastructure including bringing mobility to the well-site, managing the overall global sourcing and workforce planning for billion dollar integrated oil and gas turnkey projects, building and managing a reporting system to show operational value in portfolio of over $10B in drilling projects around the world, being a global leader for a project to migrate over 4,000 users and processes to a single call center system, leading the implementation of a global customer satisfaction system, managing multimillion dollar proposals and projects, and implementing internal process improvements which greatly decreased costs and improved ROI. In addition, created and kicked off the first women’s diversity network at a major oil and gas company and hosted industry events with leaders to discuss women’s issues in the oil and gas industry. **Seeking to use these proven strategy, marketing, and transformation skills to increase your financial results, grow your market share, increase your retention and customer satisfaction, and improve the efficiency of your operations.**

## EXPERIENCE

***Company Summary***

2023 – 2024 Intelligent Wellhead Systems

2019 – 2023 Sodexo Energy & Resources

2006 – 2019 Halliburton

## 1998 – 2004 Shell Information Technology International

1997 – 1998 Coastal Corporation

**INTELLIGENT WELLHEAD SYSTEMS AUG 2023 – OCT 2024**

*Title:* Vice President – Marketing, Strategy & Product Commercialization

Executive Committee Member/Company Officer

Executive Sponsor Customer Advisory Board

* Doubled revenue in a single year to **$54M** on a path to reach $100M through new strategy implementation focused on automation in the **$40B hydraulic fracturing market**
* Implemented a 12-month marketing plan that included a go-to-market strategy for new products, marketing content for all commercialized products, a new website, video production, trade show participation, community service, ads/articles, etc.
* Earned award as “One of 10 Companies **Revolutionizing the Oil & Gas Industry in 2024**”
* Launched a Customer Advisory Board made up of oil and gas operators meeting quarterly to drive industry change through innovation and execution. Nominated for **Gulf Energy Award 2024** for innovation introduced to the industry in 2024.
* Implemented process for getting products from development to commercialization creating the ability to launch quickly and effectively and **compress ROI** and **accelerate revenue generation**.
* Personally awarded **Houston Business Journal Women Who Mean Business in Energy Award 2024**

**SODEXO – ENERGY & RESOURCES APR 2019 – AUG 2023**

*Title:* Global Sr Director – Strategy & Transformation

* Grew **revenue 24%** and **margin 20%** through new strategy implementation, defined **$14B addressable market** with per country focus areas to create sales pipeline, identified 40 strategic accounts making up 75% of **$1.7B portfolio**
* Conducted 3 client strategy surveys to over 7,000 clients to define strategy based on client value
* Delivered new strategy globally which included change management, communications, training, measuring KPIs, and documenting success stories

**HALLIBURTON DEC 2006 – MAR 2019**

*Title:* Global Manager – Strategy & Marketing *Feb 2018 – Mar 2019*

* Produced reporting metrics for the first time globally including competitive analysis, trend analysis based on financial performance, number of rigs, operational performance, technology used, etc. for a portfolio of **$10B+ in projects**
* Created and implemented a reporting system for tracking strategic initiatives, operational results, financial results and sales targets along with the global monthly reporting process to be followed
* Increased branding and market awareness by publishing all marketing collateral (ads, case studies, thought leadership articles), participating in industry events, and running marketing campaigns for specific products

*Title:* Global Product Service Line Marketing Manager *Feb 2017 – Mar 2019*

* Delivered marketing campaigns, created ads, and produced videos leading to a **World Oil Award** in 2018
* Designed and implemented product service line internal website including an employee profile database and community forum, hosted quarterly global webcasts with product service line vice president, produced a quarterly product service line newsletter
* Created the marketing strategy for the division along with all external content and communication that included all conferences, white papers, case studies, campaigns, ads, etc.

*Title:* Global Program Manager – Workforce Planning & Sourcing *Nov 2013 – Feb 2018*

* Implemented new workforce planning and sourcing processes for Halliburton’s integrated projects division with a **portfolio over $10B in projects** that resulted in all global projects being planned, staffed, and delivered on time
  + Analyzed the integrated projects division to determine strategy for execution of global sourcing and workforce planning methodology
  + Created and implemented a process for workforce planning and forecasting future workforce
  + Created and implemented tools to support the workforce planning and sourcing process
  + Created and implemented real-time reporting to show metrics for sourcing
  + Created and implemented workforce planning reporting to show future expected workforce
  + Created and implemented resource management tools and reporting
  + Created a partnership with Human Resources leadership globally to execute sourcing strategy as well as sourcing teams globally consisting of recruiters, HR generalist, and division leadership to execute on sourcing targets – weekly status meetings created

*Title:* Transformation Program Manager/PMO Manager *Dec 2010 – Nov 2013*

* Created and successfully delivered PMO for the operation of one of **Halliburton’s largest transformation programs to date** - ~$4M/week spend, 450 resources, 15 project teams
  + Sourcing (Internal/External Staff), Resource Allocation
  + Budget including Capital Requests, Financial Reporting/Infrastructure
  + Forecasting (Cost & Resources), Portfolio Reviews
  + Time Management, Vendor Management, Infrastructure Ownership
  + Recognition Program Ownership, Cost Approver, Reporting Ownership

*Title:* Digital Asset Program Manager – Technology Development *Feb 2010 – Dec 2010*

* Successfully managed portfolio of oil and gas technology development projects within Digital Asset
* Geosteering for the Digital Asset (GDA) Stabilization
* Commander 2.0 Development
* Drilling Optimization V1.0 (DOV1.0) Development
* DA Infrastructure 2.1 Development

*Title:* Business Interface Manager/Project Manager *Dec 2006 – Jan 2010*

* Successfully delivered consulting services/projects to clients by serving as the interface between Sales, the delivering Halliburton division, and the customer to ensure all work had been accurately scoped, scheduled, delivered, and closed.
* Completed a gap analysis of all consulting staff to determine if we had the skills to deliver forecasted future work and then developed and implemented a skills development program aimed at improving the skills of our consultants.
* Successfully managed customer proposals resulting in **wins of multimillion dollar contracts**.

**SHELL INFORMATION TECHNOLOGY INTERNATIONAL 1998 - 2004**

*Title:* Process & Quality Consultant

* Global Customer Satisfaction Focal Point
* Regional Service Interruption Process Focal Point/Trainer
* Global Helpdesk Coaches Network Focal Point
* Global leader for Basecamp Project that successfully migrated over 4,000 users and processes to a single IT ticketing system to move Shell into a world-class IT provider by 2006.
* Worked with the Global Customer Satisfaction group on behalf of the division to create a customer satisfaction survey and process. Also worked with management to analyze customer satisfaction scores and facilitated improvement.

*Title:* E-commerce Consultant

* Completed cost analysis of EDI service to find overpayment due to incorrect billing by vendor resulting in 30% refund.
* Served as the business liaison between EDI group and all external/internal vendors and customers including helping renegotiate service contracts.
* Completed analysis of system to find many areas of improvement. Implemented many processes and procedures to drastically improve our service offering and decrease costs.

## EDUCATION AND PROFESSIONAL CERTIFICATIONS

* Bachelor of Business Administration in Marketing and Management (1996) – Texas A&M University
* Master of Business Administration in Management, Computing, & Systems (1999) – Houston Baptist University
* Sustainable Strategy Execution (2020) – Harvard Business School
* Human Capital Strategist (2014) – Human Capital Institute
* Six Sigma Green Belt (2012) – University of Houston
* Program & Portfolio Management Certificate (2011) – PMLG, Inc.
* Certificate in Management and Leadership (2004) – University of Houston
* Certified Career Management Coach (2004) – Career Coach Academy
* Certificate in Project Management (2007) – University of Houston
* Project Management Professional (532063 Issued 2008 Expires 2027) – Project Management Institute
* ITIL Version 3 Foundation Certificate (2009) – IT Infrastructure Library
* Certified ScrumMaster (2010) – Scrum Alliance

**RECOGNITION**

* Houston Business Journal Women Who Mean Business in Energy 2024 Honoree
* Sodexo SoTogether National Committee Secretary – 2023 to 2025
* Sodexo SoTogether South Co-Chair Programs – 2022
* Moderator at 2022 Women’s Global Leadership Conference “Love, Life, & Leadership”
* Moderator at 2022 Downstream Conference “Turnaround Industry Talk”
* Advisory Committee Member for Women’s Global Leadership Conference – 2018 to current
* Adjunct Professor Houston Baptist University – 2000 to 2004
* Speaker People in Energy Summit November 2015 “Optimizing Operational Performance through Strategic Workforce Planning”
* Speaker World Human Capital Management USA March 2015 “How Do We Become More Proactive As An Industry & Take Calculated Risks to Ensure a Healthy Pipeline of Talent?”
* Founder/President Elect of WSE (Women Sharing Excellence) – Halliburton’s First Diversity Network 2013
* Advancing the Practice of Nursing: A Global Perspective Conference – Keynote Speaker 2013
* Houston Baptist University School of Nursing Board – 2012 to 2017
* University of Houston Continuing Education EmPower Advisory Board Member – 2011 to 2018
* Shell “Making the Difference” – 2002, 2003, 2004
* Speaker at the Women in Technology Conference at Texas A&M University – 2003
* Halliburton MVP Award – 2007
* Selected to present in the “People of Influence” series as a person of Faith – The Fellowship of Cinco Ranch Church – 2009
* Volunteer for Spindletop Charities and Ronald McDonald House
* Coach for Katy Youth Basketball (girls and boys), Katy Youth Cheer, and Katy Girls Softball Association, Multiple Select Travel Girls Softball teams – 2009 to 2016

**PUBLICATIONS**

* Author – Smile for Your Child: A Parent’s Guide to Finding Positive Energy During Diagnosis, Treatment, & Life After (Published June 2009/Available on Amazon)
* Many industry specific articles, white papers, case studies, thought leadership, etc.