

HENRY DELGADO

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Finance, Operations and Value Strategist | Management Consulting Multicultural & Multilingual (Spanish, English, Portuguese) / 20+ years' experience Proven visionary and consultative approach / Ultimate Project Manager asset

PROFILE

Accomplished finance professional and business growth enabler with focus in corporate finance, strategy, and Project Management. Proficient integrated asset / portfolio planner with focus on shareholder value optimization.

KEY STRENGTHS

Portfolio & Asset Management Value Management Finance/Economic Modeling	Business & Strategy Planning SWOT Actionable Analysis Professional PMO	Coaching / Mentoring Talent developing Risk Management	Operations Consulting Supply Chain Optimization Competitive Intelligence
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IMMEDIATE VALUE-ADDED POTENTIAL

Strategy/Performance Management	Project Management	Operational Excellence
Mastery in design, adapt and implement tools / processes for Performance Visualization. Proficiency in Strategy, Long-term planning, Portfolio management, and Capital allocation	Robust capability to improve results through focus, discipline, and coordination in projects. Improved project execution, results visibility, and accountability management (Cost, time, and quality management)	Successful driver in streamlining operational processes across industries and asset life cycles. Biased to continuous improvement and efficiency by effective knowledge management and relevant benchmarking

CAREER EXPERIENCE, ACHIEVEMENTS AND CONTRIBUTIONS

Deloitte Consulting | Houston, TX | June-2021 to Present

Project: MOTIVA –INFOR to SAP Transfer – Functional Transition Specialist (Dimensions: ~ \$ 2 Bln Assets) – FI Lead role
- Key processes mapping, functional guide for Configurations, Test and Defects resolution lead.

Project: OXY–Hyperion to One-Stream Implementation – Functional Transition Specialist (Dimensions: ~ \$ 3Bln Capex/yr.) - Functional lead role in - forecast logic for all business elements and Dashboard design – Scope Upstream, Downstream and Chemicals – Global (~ Ref. dimension ~ \$ 3Bln Capex/yr.)

Project: Thermofisher – Global Legal Service COE Model implementation – PMO Role - Dimensions: 12 Workstreams / 45 Key stakeholders / \$ 2.5 MM Investment / \$8 MM NPV - Lead PMO role in charge of Project execution tracking, Proactive risk/opportunities management and Benefits/value reporting.

Project: BHP -Petroleum – Anaplan implementation – Planning and Strategy streamlining (Dimensions: 6 Countries – 8 Models - ~ \$5 Bln Capex/yr.) - Led functional design on Anaplan tailored implementation geared to centralize, streamline, and automate the Plan, Forecast, Budget, and Strategy process of the Petroleum business.

Audere Partners | Wilmington, NC | Jun/2018 – Aug/2020

Project: Elementis Chromium Chemicals Operational excellence - Generated savings: \$ 1.5 mln/yr.

Designed, Installed, and coached Daily/Weekly Management System and Tools to gain operations performance visibility, foster raw materials and energy efficiencies / Created Asset utilization model to optimize OEE and Energy intensity.

Project: Drilling Optimization / Management System – Endeavor ER - Generated savings: \$ 20 mln/yr. (10 to 9 Rigs)

Designed / Implemented a Drilling function Loop Management System from planning to reporting, including Forecast, execution, and short interval controls. Scoped processes redesign, management tools and behavioral coaching.

Shell Oil Products | Houston, TX | Dec/2015 – May/2018

Trinidad & Tobago Finance Special Project – Successful Roadmap for Finance Reorg

Special Project: Set up Multi-Venture Corporate Structure, Projects WBS, JV Cash Call and License Management Process, Management Information and LE platform, as well as outsourcing to Finance Center Overseas the daily transactional burden.

Latam MD Premiums Marketing Manager - Gained extra 3% Premium sales share equivalent to ~ \$ 7 mln Gross Margin.

Strategic acceleration of Premium Lubes product mix in Latam MD cluster markets through the Macro-Distributors Incentives and Excellence Programs.

Advisian (previously MTG Consulting) | USA | Jul/2014 – Oct/2015**Project Manager M&A - Williams - Estimated benefits around \$ 100 mln – Market Cap \$ 42 bln – 6.8 k Employees.**

Conducted midstream post-merge integration program at executive level to ensure merge value capture. Facilitated transition to a convergent company approach from design and construction to Operational approach for the Gathering/Compression network.

Hitachi-Celerant Consulting | USA / Colombia / Brazil | Feb/2013 – Jun/2014 - Operations Delivery Director**DSM Tortuga – Sao Paulo, Brazil - Supply Chain + Factory efficiency project (PMO) - \$ 8.5 mln saving business case**

- Distribution - Warehouse rationalization and Procurement Reorganization
- PMO on Organizational efficiency / Plant management system.

Ecopetrol – Bogota, Colombia–Castilla Project Field development plan (Workstream lead) optimization business case

- Integrated business case for \$ 140 mln savings in field development plan execution by accelerating facilities completion, optimizing well selection and work overs campaign, as well as streamlining drilling program.

Occidental Petroleum VPC-Bakersfield–CA, USA– (Workstream lead) Capital efficiency tools / systems implemented:

- Integrated decision gates system for drilling readiness - multidisciplinary structured meetings. More than \$ 5 MM in non-productive rig days avoided (NPRD).
- Multi-dimensional Portfolio management tool to scenario plan and optimize capital deployment options based on associated benefits and upside potential. \$ 700 mln annual Capex portfolio.

Kosmos Energy | Dallas, TX | Mar/2012 – Oct/2012**Senior Commercial Advisor**

- Masterminded E&P ranking tool to assess and prioritize E&P opportunities on a \$5 billion portfolio. Ranked the portfolio on value, risk, and overall fiscal attractiveness. Coordinated business development strategies with stakeholders.
- Led Equatorial Guinea deep-water blocks negotiations – open consortium bid invitation for 6 exploration blocks. Assessed poor commerciality driven by fiscal terms and negotiated JV exit avoiding a non-profitable \$50mln Capex allocation.

Shell Exploration and Production | Houston, TX | Jan/2006 – Feb/2012**Global Strategy & Portfolio Advisor (May/2009 – Feb/2012)**

- Identified \$1 bln worth of divesting assets candidates to fund Ad-Hoc strategic acquisition. Modelled value regrets with best/worst-case scenarios sensitivities and stochastic analysis on key variables. Study was instrumental in selecting the lower end assets of the portfolio to dispose and fund the acquisition.
- Modelled Global Shell exploration assets set (\$30 bln) in a portfolio decision making tool. This allowed Shell Exploration to accelerate in 6 months' key venture decisions in the global capital allocation process.

Americas Regional Economist/Planner (Jan/2006 – May/2009)

- Advised NA Exploration board on key GoM blocks bids working closely with Reservoir and Facilities teams in creating a quick and nimble analogue driven tool to screen and rank best candidates. Total capital screened \$1 bln.
- Designed the Global Exploration Scorecard, a business view for exploration and finance executives aligned with key business value drivers. Delivered monthly dashboard. (\$5 bln Exploration Capital expenditure/yr. in 35 countries)

Shell Exploration and Production | Caracas, Venezuela | Mar/2001 – Jan/2006**New Business & Competitive Intelligence Advisor (May/2004 – Jan/2006) – Reference region investment ~ \$3 bln.**

- Launched Shell Latam macroeconomic alerts system; successfully capturing key macro changes and implications to Shell business. Enabled key hedge/divestment decisions by early flagging inflation/capital controls and devaluations.
- Created “war-gaming” scenario to track competitors and anticipate key threats / opportunities for Shell. Depicted top 10 operators' businesses, key PDVSA engagements, tactics, and new business funnel. This exercise was key for the Country coordination forum.

Head of Management Information (Mar/2001 – May/2004)

- Integrated E&P Venezuela Financial-Economics excel model for PSC-3rd round – c.a. \$1 bln investment enabling robust and accurate forecast to screen new Capex projects.
- Coordinated country level Opex/Capex quarterly challenge sessions – Total budget of \$75 mln per year. Monthly zero-based scrutiny sessions to contain overage and proactively drive down costs. Captured ~ \$4mln in savings per year.

CERTIFICATIONS, OTHER RELEVANT SKILLS, ACADEMICS AND EDUCATION

▪ Excel & VBA Macros advanced	▪ Scrum Master	▪ MSFT Projects 2016 Ultimate User
▪ Six Sigma Green Belt	▪ Tableau and Spotfire	▪ Executive Competitive Intelligence

Professor Finance Management faculty – Universidad Vargas, Caracas-Venezuela

MBA-TP Finance – Universidad Metropolitana / Business Management Bachelor – Universidad Central, Caracas-Venezuela