

# TOBY MENARD

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## GLOBAL SUPPLY CHAIN EXECUTIVE

### *Transforming End-to-End Supply Chains to World Class*

C Suite senior executive strategic leader driven by a deep sense of purpose, with domestic and international experience and a record of success in a variety of supply chain / commercial disciplines creating shareholder value. Expertise leading diverse functions with a shared vision in multi-location and cultural environments.

Transformational executive with strong communication and analytical skills, adaptability, and a collaborative and integrative mindset. Built high-performing organizations and develop strong internal / external relationships. Effectively led global organizations in North America, Asia, Europe, South America, and Australia, inspiring people across boundaries and cultures.

**End-to-End Supply Chain & Quality Management | Business Analytics | Supplier Management | External Affairs**

## PROFESSIONAL EXPERIENCE

**Hancock Whitney Bank**, New Orleans

**Jan 22-Present**

### **Sr. Vice President – Procurement**

Leading the build out of a state-of-the-art Corporate Procurement organization. Leveraging external expertise to create a function that is generating significant cost savings and process / time efficiencies as a key enabler to Hancock Whitney's overall competitiveness and cost structure. Created multi-year vision / plan with functional, lean processes digitization platforms, cost savings acceleration, category / supplier management, supplier diversity / local content, and best in class related aspirations to benchmark as best in the industry. Currently building and executing plan, realizing quick wins savings ahead of target commitments using a lean /CI mindset and approach.

**ENTERGY SERVICES LLC**, New Orleans

**June 19-Dec21**

### **Capital Projects & Decommissioning Supply Chain**

Directed Supply Chain for the Transmissions Capital Projects portfolio, resetting team, deepened commercialism and led transformational practices and approaches increasing commercial value creation across the full spectrum of the supply chain activities, via best practice application of different capital project commercialization techniques, supplier performance management, supplier safety performance, while generating material annualized savings. Also, leveraged experience to deepen the commercial mindset in the technical and project communities across the Transmissions Portfolio.

**ROYAL DUTCH SHELL**, Various Locations

### **Vice President, Contracting & Procurement (CP), Upstream Americas,**

**2012 – Jun 19**

Directed end-to-end supply chains for Upstream Americas Division, oversaw global CP team, and had multiple accountabilities to several SEVPs. Led full breadth of Upstream CP Portfolio (Projects, Production, Wells) with HSSE and operational accountability for 15 warehouse operations in Canada, US, and Brazil. Oversaw 200 FTEs, managed \$50M annual functional operating budget, and \$10B+ of 3rd-party capital / operating spend per annum.

- Executed global-scale transformations, enhancing ability to counter competition trends, leverage global spend, aggregate / manage Supply Chain (SC) risk, attain unique deal structures, and accelerate operational efficiencies.
- Implemented opportunities that took advantage of digital technology, innovating new corporate commercial approaches, leading several global change management efforts, and reshaping largest capital global supply chain with strategy for 2021 and beyond.

- Drove ~40% staffing synergies, improved productivity through implementation of digitized platforms, and improved operating efficiency through enhanced channel management by recognizing anticipated industry / non-industry SC disruption and project mapping future SCs, realizing significant operating budget reductions.
- Achieved \$500M operational cost improvements over 2.5-years by overhauling Deepwater SC through data analytics and digitization, leading to closure of redundant warehouses, a Gulf of Mexico-wide “control tower concept”, and SC segmentation.
- Grew Company’s Value Delivery Contribution, contributing ~\$350M to \$500M 3rd-party spend reduction annually to bottom line through staff reorientation / optimization and expanded investments in training.
- Leveraged Authentic Servant Leadership as most senior US CP Leader, leading people / community-related initiatives that resulted in 30% improvement in Shell People Survey, ranking highest globally.
- Contributed to corporate strategy and plans by participating in decision review boards for Executive Technology Commercialization and Steering Teams.

**Vice President, The Hague, Netherlands****2009 – 2012**

Reported to SEVP, led Centralized Global Center of Excellence. Oversaw \$14M annual functional budget and team of ~20 FTEs based in various countries, with direct accountability for discharging 3rd-party spend for green field exploration in remote locations (Libya, Ukraine, Turkey, Benin).

- Created offshore tax-efficient venture to transact high-volume purchases, minimize tax exposure, and manage contract risk, optimizing and leveraging spend via currency arbitrage while ensuring security of supply.
- Represented Shell across numerous internal and external environments, country governments, national oil companies, and facing various local and global NGO’s.

**Regional Supply Chain Manager, Asia, Malaysia****2007 – 2009**

Delivered contracted materials and services across 250+ contracts regionally, providing non-operated governance / commercial support for major projects. Direct accountability for direct 3rd-party spend of Project CAPEX ~\$2B per year and staff of 45 FTE’s. Led staff diversity and cultural councils.

- Developed major project strategy and executed EPC, Topsides, Hull, and Subsea Integration contracts for Malaysia’s 1st Deepwater offshore installation.

**Regional Wells Supply Chain Manager, Asia, Malaysia****2005 – 2007**

Delivered contracted materials and services across 200+ contracts and provided non-operated governance / commercial support. Led 29 FTE’s, oversaw supply chain direct 3rd-party annual Wells spend of CAPEX ~\$800M, EXPEX ~\$100M, and OPEX ~\$100M. Member of numerous leadership teams. Managed all expenditures related to 3rd-party materials / services and ensured delivery of business objectives.

- Ensured supply security and appropriate supplier performance by establishing regional strategies, KPIs, and supplier performance reviews that improved post-award contract management.
- Influenced company’s growth by managing all CP aspects for new China ventures (Changbei) and Prelude (Australia): established offices in both countries and devised 1st applied "Option Contracting" mechanism.

**Senior Advisor, Rijswijk, Netherlands****2004 – 2005**

Reported to Senior Executive Vice President and worked as Chief Operating Officer, supporting all functional and commercial aspects of the organization including organizational resource matters. Stewarded Global Wells Supply Chain Categories and devised global commercial deals. Coordinated Global and Regional SC Business Planning.

- Led Single String Venture CP team, supporting simultaneous projects on 5 continents.
- Developed and implemented local content initiatives at regional and country scale in support of non-operated ventures. Extensive time spent in The Middle East, Russia, and Africa.

**Global Category Manager, The Hague, Netherlands****2000 – 2004**

Built infrastructure: global processes, plans, strategy; established first global contracts, introduced global volume discounts on multiple category aggregations, and global supplier accountability.

- Established foundation in Shell and CP as initial global category manager, delivering identifiable savings of \$70M against \$1.5B annual spend YOY. Category model continues to be used successfully to date.
- Designed state-of-the-art intelligence / sequence tools using web-based technology.
- Facilitated global “agreements” with many governmental requirements, local operating considerations, and technical / non-technical challenges.

**Held Various, Progressive CP / Commercial Roles Across US Upstream Production, Projects, Wells, Warehouse, Offshore and Onshore Operations, and Logistics Supply Chains.**

## **EDUCATION & PROFESSIONAL DEVELOPMENT**

### **Loyola University New Orleans – Instructor of Management**

Supply Chain & Operations Management as part of Loyola’s MBA curriculum. Experience in both asynchronous and in person classroom environments.

- **Master of Science (MS)**, Quality Management, Loyola University, New Orleans, LA
- **Master of Business Administration (MBA)**, Loyola University, New Orleans, LA
- **Bachelor of Science (BS)**, Finance / Investments, Louisiana State University, Baton Rouge, LA
- Senior Shell Executive and Professional Certifications / Accreditations: GBLP-LE | Nat’l Association of Purchasing Managers, USA, **Lifetime C.P.M.**

**Completed advanced programs in leadership and management internally and externally (including INSEAD Singapore & IMD Switzerland executive leadership) and has several Shell executive and professional accreditations.**