

# RICHARD A. BROWN

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## VICE PRESIDENT OF OPERATIONAL EXCELLENCE

**MBA (Candidate), BS (Business Administration), Vice President of Operational Excellence**, with more than 13 years of multi-site leadership experience with a consistent track record of building cohesive, cost-efficient, high performing operational cultures that consistently attained revenue growth and net profit objectives, achieved millions of dollars in cost savings and exceeded Key Performance Indicators (KPIs) for organizations such as: **Sodexo** and **CBRE, Inc.** Additionally, possess more than 8 years of large-scale corporate integrated facilities management experience.

Experience includes, serving for 4 years as US Director of Facilities - Global Workplace Solutions for CBRE, Inc. with responsibilities for accomplishing the following 3 items: 1) In the 3<sup>rd</sup> year of the contract identified a **\$320,455** investment opportunity that generated **\$3.5 million (32%)** in OpEx savings; 2) Executed data-driven continuous improvement programs that reduced expense cost by **\$442,012** annually; and 3) Directed an account team supporting **1,616** client locations in the United States while simultaneously managing a mobile Technician team across a **16-state** geographic area.

## AREAS OF OPERATIONAL/FACILITIES MANAGEMENT KNOWLEDGE

Achieving Sustainable Revenue Growth | Multiple Program/Project Management | Strategic Planning & Execution |  
Forming & Leveraging Supplier Alliances | Multi-Million-Dollar Budget Management | Staff Development | Implementing  
Continuous Process Improvements | Creating a Shared Operational Management Vision | Instituting Cost Conservation Measures

## CAREER HIGHLIGHTS

- **Establishing and Negotiating a New Set Pricing Contract:** Directed a key supplier over a **4-month** period to develop a multi-site bundle contract coupled with a standard pricing model designed to address concerns regarding transparency and accuracy in invoicing. Consequently, established a new contract with set pricing for standard items, **8%** retro savings rebate check to client, and **9.8%** savings to annual budget, which proved instrumental in holding costs flat over a **3-year** period by addressing inflation, and improving delivery, and additional detailed reporting.
- **Forming and Leveraging Supplier Relations:** Played a key role in researching and piloting thermal camera technology solutions during the onset of the COVID Pandemic. Collaborated with Sodexo China team to create supplier relationship that included negotiating an **\$840,000** purchase and internally partnering with Sodexo Treasury Department, to navigate foreign and U.S. customs regulations. Additionally, successfully deployed Dali equipped screening stations within **60 days** at **28 corporate** and global manufacturing locations.
- **Achieving Multi-Million-Dollar Revenue Growth:** Entrusted by Sodexo senior management to lead an ongoing **6-month** business development initiative for a global financial client that consisted of building trust, confidence, and creative solutions that subsequently won an exclusive **\$60 million** contract for Integrated Facility Management services.
- **Achieving Double-Digit Customer Service Increases:** Researched and launched GPS Technology over a **6-month** period for a fleet of **80** maintenance vans that focused on supporting route optimization. As a result, significantly improved SLA reporting, timely completion of work tickets, reduction of overtime from **6.8%** to **4%**, while simultaneously enhancing customer service ratings from **86%** to **94%**.

## WHAT OTHERS SAY

*"While working for Sodexo Richard demonstrated excellent customer relationship skills. He can relate and gain the confidence of the customer quickly. He is also very well versed in financial management and P/L management. He is a solid leader, and his teams embrace his leadership style and develop under his supervision."*

**...Dave Kimball, Sodexo Chief Operating Officer**

*"Richard owned our client relationship and actively collaborated to solve and resolve service issues. He would do the necessary research to understand the root cause, then provide options for discussion with myself and senior leadership. He'll seek out the right solutions and people to build a working team that will see projects and issues through to a positive outcome. Richard is a team player and a good communicator and can convey his ideas effectively to any audience. I miss working with him."*

**...Kevin Sheffield, Campbell Soup Company Sr. Manager for Facilities**

## KEY COMPETENCIES

Facilitating Inter-Departmental Cooperation | Supporting Multiple Geographic Locations | Managing High Priority  
Project Initiatives | Formal Presentation Skills | Resource Allocation & Optimization | Developing Operational Policies/Procedures |  
Conflict & Dispute Resolution | Multi-Million-Dollar Contract Negotiations | High Standard of Ethics & Integrity | Leadership by Example

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## PROFESSIONAL EXPERIENCE & ACHIEVEMENTS

**Sodexo** ▼ [www.Sodexo.com](http://www.Sodexo.com) ▼ Camden, New Jersey ▼ 2018 to 2023  
(Corporate Services)

**Vice President, Operations** – Scope of duties consist of managing 12 direct reports that directly supported 7 clients across the U.S. and Canada providing self-performed, vendor, and facilities management maintenance services with an annual total budget of \$71.2 million. Additionally, responsible for 7 functional areas: P&L management, relationship management, operational excellence, project management, contract negotiations, safety programs, and business development.

- Utilized an in-depth business review for a consumer goods manufacturer based in the United Kingdom with a global footprint to analyze current cost of facility management services and present opportunities for savings. This 4-month project delivered a defined scope and level of existing service templates along with 2 service delivery options that subsequently secured a 4.8% forecasted savings opportunity.
- Facilitated site leader workshops to audit contract versus services delivered for the largest food manufacturer in the U.S. across 10 sites over 12 months resulting in \$238,000 of retro invoiced services and \$846,000 in new scope and invoiced service adjustments.
- Managed for 2 months Sodexo operation and financial teams that focused on improving reporting detail, communication cadence, and governance restructuring for the 5<sup>th</sup> largest airline in North America. Consequently, reduced client's average contract time to pay from 132 days to 90 days.

**CBRE** ▼ [www.CBRE.com](http://www.CBRE.com) ▼ Mt. Laurel, New Jersey ▼ 2015 to 2018  
(Global Workplace Solutions)

**U.S. Director of Facilities** – Primary duties focused on managing a 1<sup>st</sup> generation Vested Contract model with a team of 7 direct reports overseeing the 10<sup>th</sup> largest retail banking institution in the U.S. that provided vendor, and facilities management maintenance services across 1,612 corporate, data center and retail locations with an annual total budget of \$163 million. Charged with overseeing the following functions: P&L management, relationship management, operational excellence, project management, innovation program, safety program, disaster preparation, response, and recovery.

- During the first year of the Vested Contract (6<sup>th</sup> year of service relationship) led operational, energy and sustainability teams to implement initiatives delivering \$14 million in realized savings versus the \$4 million contract goal. Subsequently, achieved 2<sup>nd</sup> year savings of \$10 million versus \$4 million goal. This resulted in client division exceeding corporate mandated financial stretch targets and a shared savings incentive payment to CBRE.
- Led client, operations, and finance during a 5-month period to develop a portfolio-wide 3-year OpEx and CapEx budget to address and recover \$13 million in missed prior year budget allocations, thereby realizing full CapEx budget utilization and meeting asset depreciation targets.

**Johnson Controls Inc.** ▼ [www.JCI.com](http://www.JCI.com) ▼ Louisville, Kentucky ▼ 2010 to 2015  
(Global WorkPlace Solutions)

**Senior Customer Business Manager** – Responsible for managing a \$38 million budget and a team of 22 direct reports overseeing a dispersed portfolio of 453 mixed-use facilities for a Fortune 100 healthcare company with locations across 48 states and Puerto Rico. Functions managed included: Warehouse management, asset tracking, tenant services, P&L management, client relationship management, operational excellence, project management, safety program, hurricane preparation/response, and recovery.

- Identified and developed a tenant service team of skilled movers, handymen, and modular furniture technicians servicing a cluster of 6 downtown client offices buildings. Resulted in \$1.8 million in mixed out-sourced services transitioning to \$1.1 million higher quality self-performed services.
- Led client over a 9-month period through multiple service delivery deployments for a first-generation outsourcing model building cross-functional teams and transitioning services while simultaneously documenting assets, services, and service levels that generated a comprehensive playbook.

## PRIOR 2010 PROFESSIONAL EXPERIENCE

**Kersey and Kersey Architects** ▼ Louisville, Kentucky ▼ [Project/Production Manager-Commercial Architecture](#) ▼ 2001 to 2010

**Business Resource Group, Inc.** ▼ Louisville, Kentucky ▼ [Manager of Design, Construction/Project Management](#) ▼ 1996 to 2001

**Anthem Blue Cross Blue Shield of Kentucky** ▼ Louisville, Kentucky ▼ [Space Planner/Project Manager](#) ▼ 1994 to 1996

**Godsey Associates Architects** ▼ Louisville, Kentucky ▼ [Space Planner/Project Manager](#) ▼ 1989 to 1994

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## **ACADEMIC CREDENTIALS & PROFESSIONAL DEVELOPMENT**

**MBA**, Leadership, Southern New Hampshire University  
Manchester, New Hampshire (*Candidate 2024*)

**BS**, Business Administration, Marketing  
Sullivan University, Louisville, Kentucky, 2011 (*Magna Cum Laude*)

**AAS**, Architecture, Computer Aided Design Drafting  
Sullivan College of Technology & Design, Louisville, Kentucky, 1993

### Professional Development

Critical Thinking Certificate of Completion, American Institute of CPAs, 2023

Emotional Intelligence Certificate of Completion, American Institute of CPAs, 2023

Strategic Analysis Mission, Vision, and Stakeholders Certificate of Completion, American Institute of CPAs, 2023

Understanding Robotic Process Automation (RPA), American Institute of CPAs, 2023

## **ENDORSEMENTS**

*"Richard has an excellent ability to cultivate an atmosphere of accountability, respect and inclusion with every employee and client he interacts with. While working with me for over 8 years and with two different clients, I can attest to Richard's excellence in employee engagement and client care. During the time I supervised Richard, I've found him to be a solution orientated, client focused, and a great leader of people. He built teams that provided operational solutions to our clients that exceeded expectations. With experience in design, architecture, construction, and operations, I am confident that Richard can be an asset in a leadership role in the Design, Construction and Facility Management Industries. Please contact me with any additional questions as I'd be happy to discuss them with you."*

**...Kara Tuttamore**, CBRE Senior Managing Director

*"I had the pleasure of working with Richard as my direct manager for three years and saw firsthand how he embodies the values of a true Sr. Leader. I joined his team for these exact reasons. Richard's leadership style allowed me to grow into the best version of myself that I could be. In turn I was able to do the same for my staff. With Richard's mentorship I was noticed by Executive Leadership for my enhanced Relationship Management skills and positive impact on my team along with my client. Richard taught me how to grow the business, build customer confidence, advance myself, and develop the people around me. I honestly feel that Richard's leadership not only prepared me for the Managing Director position at CBRE, but it has also helped me excel in the position. From my experience Richard Brown has an excellent track record of growing the accounts he has led and the future leaders of those accounts."*

**...Mike Smith**, CBRE Managing Director

*"Richard and I worked together regularly on work streams including territory strategy formulation, inventory of webs of influence to identify opportunities for growth, discovery discussions with prospective clients to determine their needs and objectives and our organization's ability to deliver value, and solution design and presentation to client stakeholders."*

*Richard's proficiencies as observed include high levels of organization and project planning, the innate ability to listen to clients and ensure that they are heard, and the ability to explain complex concepts including commercial and operational models in ways that clients can understand and comprehend the options they have. Richard's professionalism and candor consistently led to clients' perspective of our organization as trusted, credible, and the best choice for them."*

**...Peter Fisher**, Sodexo VP Business Development

*"It was my privilege to work alongside Richard Brown while at Sodexo. As Sodexo's Director of Business Development and Richard as Vice President Operations he and I worked closely throughout the Request for Proposals (RFP) process. During one Global Client RFP that included numerous locations within the United States, Richard engaged with the client throughout the RFP and scope defining process to help them better understand and clarify the services being requested. This required on Richard's part in-depth industry knowledge of best practices and alternative innovations, establishing quick client trust, and listening to what wasn't being said. Richard understands the value of a diverse team, seamlessly guiding and delegating through the process to make sure the right talent was in place to deliver the best solution. The client had many unique service needs that would have been a challenge to deliver. Richard's broad industry and service experience assisted him in providing out-of-the-box solutions that strategically met the client's and company's needs. By the end of the process Richard had established credibility with the client along with being seen as a trusted leader and partner. Richard is a fantastic teammate that builds strong partnerships both internally and externally (clients), he is a professional, strategic thinker, and passionate about helping to meet the client's goals and needs. In conclusion, I believe Richard is a talented and great person who would be an asset to any organization. Thank you for your time."*

**...Mark Gentry**, Sodexo Director Business Development