

Overview

Tom, Managing Director of Thomas E Schmitt & Company, LLC since 2004, and with over 20 years of Retail industry experience prior to that, is experienced in developing people, processes, tools and overall organizational capabilities around **merchandising business management** augmented with a specialty in **performance management** and **merchandising systems**. His background combines a unique mix of **auditing, information systems, financial, retail & managerial accounting, and strategy development**.

Education and Professional Credentials

Graduate - AACSB International Bridge Program May 2016; Instructional Practitioner qualified
Certified Public Accountant (Virginia and New York)
Certified Information Technology Professional-AICPA
Chartered Global Management Accountant-AICPA
Certified Information Systems Auditor – ISACA
Member: American Institute of Certified Public Accounts
Virginia Society of Certified Public Accountants
Information Systems Audit & Control Association
Institute of Management Accountants
MS, Information Systems - George Mason University: Fairfax, Virginia
BBA, Accounting - St. Bonaventure University: Olean, New York

Leadership and Community Highlights

Ahold USA Federal Credit Union:
Chairman Board of Directors: 1996-2002 [Asset Growth while Chairman \$27 to \$67 million]
Member, Board of Directors: 1994-2002
Chairman, Supervisory Committee: 1990-1995
Member, Supervisory Committee: 1987-1995
Friends of Green Road – Community Welfare & Advocate Organization:
President: 2008-2010
St. Bonaventure University:
Representative, National Alumni Board: 1998-2004
American Institute for Productivity Improvement-Advanced Implementation Group:
Member, ABM Directional Leadership: 2000-2003
Corpus Christi Elementary and Jr. High School
Chairman, Finance Committee: 1987-1999
Member, School Board: 1990-1998
Member, School Merger Committee 1989-1990
Industry Presentations:
National: AICPA, CAM-I, US Army, IMA, ABC Technologies, FMI, UCSII: 1996-2004
Europe & Asia: Category Management & Supply Chain Presentations: 2000-2001
Boy Scouts of America: Assistant Scout Master - Troop 875: 1997-2007

Consulting Experience Highlights

- \$56B global grocery retailer
 - **Lead business architect-merchandising** for selection of **next generation enterprise systems**.
 - Needs of **US, western European, and eastern European divisions** assessed & considered.
- \$11.5B grocery retailer
 - **Merchandising** business process & tools **integration of companies' merger** of two banners.
- \$6B regional division of an international grocery retailer
 - **Business architect project lead** for **pricing and promotion management & optimization** tools.
- Growing grocery retailer in the Midwest,
 - Developed and formalized a new CPI-based **pricing strategy and strategy management** process.

- One of the largest national food brokers in the U.S.
 - **Business process architect, SME & process controls expert for order-to-cash** project component.
- \$7B national dollar channel retailer
 - Developed and implemented ongoing **category management & annual business planning** process.
- \$12B national consumer electronics retailer
 - Facilitated **business process change** in the **Merchandising and Accounting** departments for **inventory accounting, general ledger interfaces, and promotional funds management**.
- \$3.9B arts and crafts specialty retailer
 - Provided **Accounting-to-Merchandising interface** subject matter expertise regarding potential **inventory valuation issues** and identified **needed business process changes**.
- \$1B hunting, fishing, outdoor sports retailer
 - **Accounting-to-Merchandising interface** subject matter expertise regarding systems upgrade.
- Other Thomas E Schmitt & Company Clients
 - **Restructured and refocused the Board of Directors** of a regional children's summer camp and year round adult team-building facility, including developing **management succession plans**.
 - Managed numerous **audits, reviews and agreed upon procedures for local Not-for-Profits**.
 - Provided **advisory services** where management was required to make **policy and accounting method choices** for the entity.

Employment Experience Highlights

- **Director Supply Chain Management, Ahold USA**
 - Co-led the global effort to develop an integrated Merchandising & Supply Chain vision and strategy across all of the Ahold USA operating companies.
 - Served as Merchandising functional lead to streamline Ahold USA's vendor funds management process and to bring about SEC compliance (resulting in the mitigation of SEC disciplinary fines).
- **Director Strategic Support, Giant Food, Inc.**
 - Redefined category manager roles and responsibilities with respect to planning and execution.
 - Expanded the use of quantitative & statistical techniques in target setting.
- **Finance Director Operations, Giant Food, Inc.**
 - Moved business and financial analysis activities to be within the Store Operations, Distribution, and Manufacturing areas.
- **Director Financial Planning and Analysis, Giant Food, Inc.**
 - Defined and implemented a weekly performance measurement process of KPI's in operational areas.
 - Implemented linkages between managerial and financial accounting systems.
- **Assistant Director Category Management, Giant Food, Inc.**
 - Managed Merchandising scorecarding and performance measures at Giant Food, Inc.
 - Worked with HR to develop a balanced performance-based compensation system for category managers.
 - Developed an activity based costing system across the value chain for use in category management.
- **Assistant Director Category Performance Management, Giant Food, Inc.**
 - Developed scorecarding for the first grocery retailing implementation of category management.
- **Assistant Director Internal Audit, Giant Food, Inc.**
 - Planned and managed company's financial, operational, and information technology audits.
 - Assisted in the preparation of quarterly Audit Committee reports and presented at Audit Committee sessions.
- Other relevant experience:
 - **Manager IT Audit, Giant Food, Inc.**
 - **Sr. Staff Auditor, Deloitte, Haskins & Sells**

ADDENDUM

Formal Presentations

- ECR & ABC: Trying to Move from Theory to Practice, to The Consortium for Advanced Manufacturing-International (CAM-I) at their Cost Management System Program on March 19, 1996 in San Francisco, CA
- Overview of Developing and Implementing ABC, to St. Bonaventure University's Business Department to the Accounting Majors on November 15, 1996 in Olean, NY
- ABC and ECR Measurements, to The Food Marketing Institute's (FMI) Annual Meeting on Implementing ABC on November 21, 1996 in Chicago, IL
- ABC+ECR Best Practices = CRP Success, at The Joint Industry Project on Efficient Consumer Response at their Putting the Pieces Together Seminar on March 13, 1997 in Atlanta, GA
- UCS II Transactions-Quantifying the Impact, to the Uniform Code Council's UCS II Orientation Seminar on March 18, 1997 in Baltimore, MD
- Category Management: Scorecarding/Reward and Recognition, to The Food Marketing Institutes' (FMI) Compensation Conference on April 25, 1997 in Baltimore, MD
- ECR & ABC: Moving From Theory to Practice, to the Institute for International Research's 9th Annual Cost Management Solutions Conference (CoStCon 97) on May 20, 1997 in Orlando, FL
- Implementing ABC/ABM to The Consortium for Advanced Manufacturing-International's (CAM-I) 25th Anniversary Celebration and Industry Conference on June 24, 1997 in Chicago, IL
- The Use of ABC at Giant Food Inc. to The United States Army Managerial Costing Steering Committee (resp. for HQ, MACOMS & installations) on July 9, 1997 at the Pentagon in Arlington, Virginia
- Working Collaboratively in an ECR Environment to Commerce Representatives selected by the Japanese Interior Ministry on June 2, 2000 in Tokyo, Japan
- Applying ABC Costing in US Retail to European User Conference on ABC/M by ABC Technologies on April 25, 2001 in Dublin, Ireland
- Applying ABC Supply Chain Modeling to US User Conference on ABC/M by ABC Technologies in October 2001 in Orlando FL
- Multiple major vendor, broker and industry presentations regarding AUSA's implementation of EVA and EVA modeling tools. 2001 – 2002, throughout the Eastern United States
- Simplifying the Model: ABM at Work in the Retail Grocery Industry at the AICPA/CAM-I Management Advanced Practices Symposium May 13, 2004 in New Orleans, LA; Also served as Track Chair for Advanced Costing: Advanced Costing Systems
- Anchor Panelist for 2 Retail Track Sessions Re: Performance Management & Category Management at SAS's Better Management LIVE Worldwide, October 20 – 22, 2004 Las Vegas, NV.

Published Articles

- *Is Kernelized Security a Reasonable Business Computer Control Solution? A Comparison of Access Security Technologies*, Thesis Dissertation for the degree of MSIS, George Mason University, Spring Semester 1987
- *Recognizing and Controlling the Development of Distributed Programming*, EDPACS, the EDP Audit, Control and Security Newsletter, October 1988
- *ABC and ECR: Not Just Alphabet Soup, As Easy As ABC*, Winter 1995, issue No. 23; published by ABC Technologies Inc.
- *Integrated EDI: Purchase Order Through Payment – An ECR Best Practices Report*, Food Marketing Institute [FMI] Industry Study, 1995 (Section study participant & lead co-author while at Giant Food, Inc.).
- *The Future of Activity Based Management* (web-cast/video) on Better Management.com at the SAS campus in Cary, NC [www.bettermanagement.com/Seminars/Seminar.aspx?LibraryID=5971] May 6, 2003