

SCOTT R. KRESSNER

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CHIEF INFORMATION OFFICER (CIO) • CONSULTANT • ACCOUNT MANAGER

Transformed RUSH Enterprises by driving an extremely challenging SAP project (6 years, \$50 million)

Overhauled RUSH's accounting systems to comply with financial-reporting for public companies

Saved over \$10 million – during 17 years – by renegotiating enterprise software and telecom contracts

Relentless implementer and forward-thinking IT strategist – deeply experienced in both the technical and financial aspects of IT. Conceived & implemented a very big idea that catapulted RUSH from 1970s into the present, and paved the way for a doubling in size from \$2.5B to \$5B.

PROFESSIONAL EXPERIENCE

RUSH ENTERPRISES (NASDAQ: RUSHA), San Antonio, TX

1997–2014

Service provider for commercial-vehicle industry – owns largest network of dealerships in US – about 7000 emp and \$5B revenue

Vice President and Chief Information Officer (2007–2014)

Chief Information Officer (1997–2007)

Rush first hired me as a consultant, which quickly led to a fulltime role as CIO. I started with an antiquated VMS / VAX mainframe, expanded my technical and leadership skills, and kept pace with 17 years of explosive growth. Mastered the changing landscape of IT while building and scaling RUSH's IT systems – always one jump ahead of the latest technology, regs, and security strategies. Exited RUSH Enterprises – took a package – after the new CEO installed his own team.

- **Management Scope:** Built an amazing team of 150 employees and consultants that supported 7,000 employees, 100 apps, voice-data networks, and all IT systems. Drove the IT org through multiple acquisitions-and-expansions – from \$400M to \$5B sales (and headcount growth from 1200 to 7000).
 - ✓ **Technology:** Built IT solutions – retail and wholesale – for accounting, sales, operations, and CS. Replaced 1970s VAX with state-of-the-art SAP implementation that touched every area of RUSH.
 - ✓ **Transformation:** Used technology and high-intensity change mgmt to shift RUSH's culture and communication from an isolated-silo mentality to an integrated, high-performing enterprise.
 - ✓ **M&A:** Accelerated the post-acquisition process – as fast as 45 days per acquisition – via repeatable integration templates that defined equipment standards and common-process implementations.
- **IT Financial Performance:** Continually scaled the IT infrastructure to keep pace with explosive growth. Despite massive investment in a new ERP system, I limited IT spend to roughly 1.2% - on average – which compared favorably to the industry benchmark (~ 1.4%).

DROVE AN IT "INDUSTRY FIRST" – DEALER BUSINESS MANAGEMENT (2007–2014)

- **Background:** In 2005, during a meeting of RUSH's top executives, the CEO set an ambitious goal to double size from \$2.5B to \$5B within 5 years. I was the only person in the room who knew the existing VAX infrastructure – which ran over half the business processes – could not support a doubling of scale.
- **Actions:** Devised a rough plan and budget to "rip and replace" the existing IT infrastructure with an ERP system. In 2006 – 2 years prior to the 2008 financial crash – top mgmt approved the plan 100%.
 - ✓ Organized the solution search and negotiated with vendor-partners. Led teams for blueprint creation, configuration, realization, and business change management. Eventually chose SAP DBM – the first-ever implementation of DBM in North America **and the first system of its kind in the commercial-vehicle industry.**
 - ✓ Led creation of a SAP business warehouse – based on SAP HANA – and integrated into DBM, which cut average reporting times on the average by 300%. Real time reporting and dashboard initiatives – based on ultra-fast HANA – provided front line managers actionable information every 15 minutes.
- **Triple Challenges:** To cross the finish line, I had to drag the company along with me – the biggest selling job of my entire career: "I know you don't want to do this. ERP is difficult. But, long term, the business cannot survive with the existing VAX system."

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- ✓ By 2008 – when the financial crisis hit with full force – several top executives urged the CEO to stop or delay the SAP project, which was about halfway completed. Worse, the SAP solution was not working as advertised, so major configuration changes added unexpected delays and costs.
- ✓ Finally, certain BU leaders in RUSH pushed back and demanded special customization of the system.
- **Additional Actions:** Championed the new SAP system despite unrelenting resistance from some executives. Organized change-management initiatives that gradually led to national adoption of SAP and replacement of an unsupportable VAX system from 1970s – which controlled nearly everything.
- **Legacy Results:** Improved financial controls. Increased profitable sales to ~\$5B and achieved long-term competitive advantage (RUSH's DBM system stands alone among competitors in the industry).
 - ✓ CEO personally touted competitive advantages to Wall Street analysts.
 - ✓ Standardized processes across 150+ locations. Consolidated applications from 100 to 50.
 - ✓ Improved executive decision-making, thanks to the state-of-the-art SAP HANA in-memory database system that paved the way for business dashboards.
 - ✓ After fixing initial problems, the DBM implementation was so successful that IBM opened discussions on licensing the system to other companies in the commercial-vehicle industry.

INTRODUCED E-COMMERCE & MOBILE • SCALED UP INFRASTRUCTURE (1997–2014)

- In 1997, upon arrival, immediately upgraded the network and accounting software. Achieved compliance with accounting standards for a public company, especially the monthly close.
- CS people were using typewriters to process purchases of trucks and other equipment in 1997. Built an app suite based on SQL and browsers. Architected new network that replaced Micom with CISCO.
- Devised a "cloud like" solution before cloud solutions even existed. Introduced Mobile in 2005.

IMPLEMENTED CALL CENTERS, DATA CENTER, AND DISASTER RECOVERY (2003–2008)

- Established the gold standard for the commercial-vehicle industry (sales and service of trucks, cranes, tankers). Modernized or replaced every major network and business system.
- Significantly cut telecom and network expenses. Improved performance of voice/data networks, reduced downtime, and cut costs by 30% – despite 300% growth in locations and personnel.
- Increased sales of parts by 25% after implementing regional call centers for parts using Avaya's unified messaging technology, which integrated telecom, network systems, and user desktops.

ADDITIONAL EXPERIENCE (1986–1997): US AIR FORCE (5 YEARS) AND CONSULTANT (6 YEARS)

NETWORK GENERAL, Denver, CO (1997), Principal Consultant, advised CIOs and IT managers at Fortune 1000 companies: Pinpointed app and infrastructure design problems and suggested corrections. Analyzed network and system problems for RUSH Enterprises, which led to fulltime role as a top executive (VP & CIO).

NATIONAL BUSINESS GROUP, Boulder, CO (1996–1997), Director of Consulting Services for VAR (reseller): Developed over \$3 million in new revenue. Managed 5 engineers and established a solution design methodology that was adopted by NBG for consulting and engineering projects.

US WEST (NOW CENTURY LINK), Denver, CO (1995–1996), Principal Consultant: Responsible for design of corporate voice and data infrastructure for various organizations including equipment on customer premises.

DIGITAL EQUIPMENT CORPORATION (NOW HP), Denver, CO (1993–1995), Principal Consultant: Led design of corporate voice and data infrastructure for various organizations – for example, Frame Relay – and recommended carrier offerings.

EG&G (ROCKY FLATS), Golden, CO (1991–1993), Principal Consultant: Supported 1,000 employees. Provided first-line technical support for classified data systems for the US Department of Energy.

UNITED STATES AIR FORCE, Various Locations (1986–1991): Systems Analyst Top Secret Clearance.

EDUCATION

Bachelor of Applied Science, Wayland Baptist University, San Antonio, TX, 2015