

Enterprise transformation, strategic operations, and procurement excellence leader

A strategic lens built **across** the enterprise.

Enterprise Transformation · Strategic Operations · Procurement & Value Realization · Operational Excellence · Organizational Change

Nearly two decades inside administration, operations, procurement, HR technology, consulting, and transformation: nine years operating inside procurement, then six more rebuilding how organizations run. Ken turns that cross-enterprise view into programs people adopt and value leaders can measure.

Open to enterprise transformation, strategic operations, procurement, and change leadership roles
Columbus, Ohio · remote, hybrid, or on-site · relocation based on discussion

18

years of
experience

\$92M+

value delivered

\$250M+

annual spend
managed

50+

enterprise
programs

91%

average
adoption



Prosci · CCMP® · LSSBB

MBA candidate, University of
Illinois Urbana-Champaign

— PROFESSIONAL BIO

How a career across departments became a strategic lens.

Ken Munshower's career has been a nearly two-decade study of how organizations really work — not inside one function, but across all of them.

He is passionate about helping organizations transform — and about bringing their people along on the journey, so change becomes something teams build together rather than something done to them, enabling sustainable, long-term organizational adaptability.

After earning a **B.S. in Marketing from the University of Tampa**, Ken started in marketing analysis and higher-education admissions, learning early how clear messaging moves people to act.

At **Affival**, a specialty steel-and-chemicals manufacturer within the SKW Stahl-Metallurgie Group, he spent four years as a direct report to the CEO while overseeing the company's administrative functions and the roles within them. Running corporate administration meant seeing the whole enterprise at once: board books and executive presentations, ERP discovery and evaluation, 5S across manufacturing, a procurement function built from scratch, and a headquarters relocation and plant expansion.

FUNCTIONS OPERATED INSIDE

Firsthand experience, not just stakeholder exposure.

- 01 Marketing & enrollment
- 02 Corporate administration
- 03 Operations & manufacturing
- 04 Procurement & supply chain
- 05 Human resources
- 06 IT & enterprise systems
- 07 Management consulting
- 08 Strategy & transformation

Looking to broaden his scope, he joined **Highmark Health**, one of the nation's largest Blue Cross Blue Shield organizations, where he sourced regulated healthcare services — pharmacy benefit management (PBM), non-emergency medical transportation, hospice and palliative care, and Medicare products such as colorectal cancer screening — alongside digital solutions for members.

At **NetJets**, a Berkshire Hathaway company, Ken served as an internal consultant to Marketing and Human Resources — most notably partnering on the HR technology transformation that brought in a new HRIS. He built tools and processes inside his stakeholders' own teams so procurement became part of their strategy rather than a step at the end of it. At **Ascena Retail Group**, he led corporate procurement through a period of deep organizational instability; the company later went through bankruptcy and sold off its brands and assets.

He then moved into consulting with **Proxima, part of Bain & Company**, supporting Managing Partners on transformation engagements for Fortune 100 technology leaders — analyzing contract portfolios alongside the governance and operational processes behind them. When the global pandemic reshaped the consulting landscape in 2020, he returned to the Berkshire Hathaway family of companies.

At **FlightSafety International**, another Berkshire Hathaway company, Ken first led HR operations transformation as Director of Administrative Operations. That work made the case for something the company didn't yet have — and Ken built it: the enterprise change and transformation discipline, and the Change Management Office that connects Strategic Initiatives to the PMO.

Every stop added another department to the map — and more people to develop. Ken has built and led teams of direct reports, cross-functional change networks, and matrixed working groups where influence mattered more than authority. He believes organizations succeed when their people grow, so he coaches, delegates real ownership, and builds capability that stays after the project ends. Today he connects enterprise activity at the portfolio level, giving executives one view of what's moving, what's at risk, and where initiatives can build on each other's synergies instead of competing for the same people and attention.

He is completing his **MBA at the University of Illinois Urbana-Champaign, Gies College of Business**, and holds Prosci, CCMP, and Lean Six Sigma Black Belt credentials.

Five mandates that show how Ken works.

Scope, approach, and outcome. Details stay qualitative where confidentiality requires it.

OPERATING MODEL · CASE STUDY

Building the Change Management Office

Grew an enterprise change function from a single role: triaged roughly 80 requests into about 30 enterprise-wide initiatives, each reaching 300 to 5,000 employees, and sustained 91% average adoption at 90 days.

FlightSafety International [Read the case study →](#)

TECHNOLOGY & PEOPLE

Enterprise HRIS rollout

Business-side project manager and change lead for a cloud HR platform spanning core HR, workforce management, benefits, and surveys, with every training asset built in-house before a learning and development function existed.

FlightSafety International

PROCESS REDESIGN

Capacity & scheduling redesign

Led process redesign and change for a roughly 300-person customer experience and scheduling operation, connecting enterprise capacity planning to how frontline teams schedule the work.

FlightSafety International

PROCUREMENT

Procurement & category leadership

Category strategy, sourcing, and supplier management across HR, benefits, marketing, professional services, and healthcare, including co-chairing a Berkshire Hathaway leveraged-spend subcommittee for HR.

NetJets · Ascena · Highmark Health

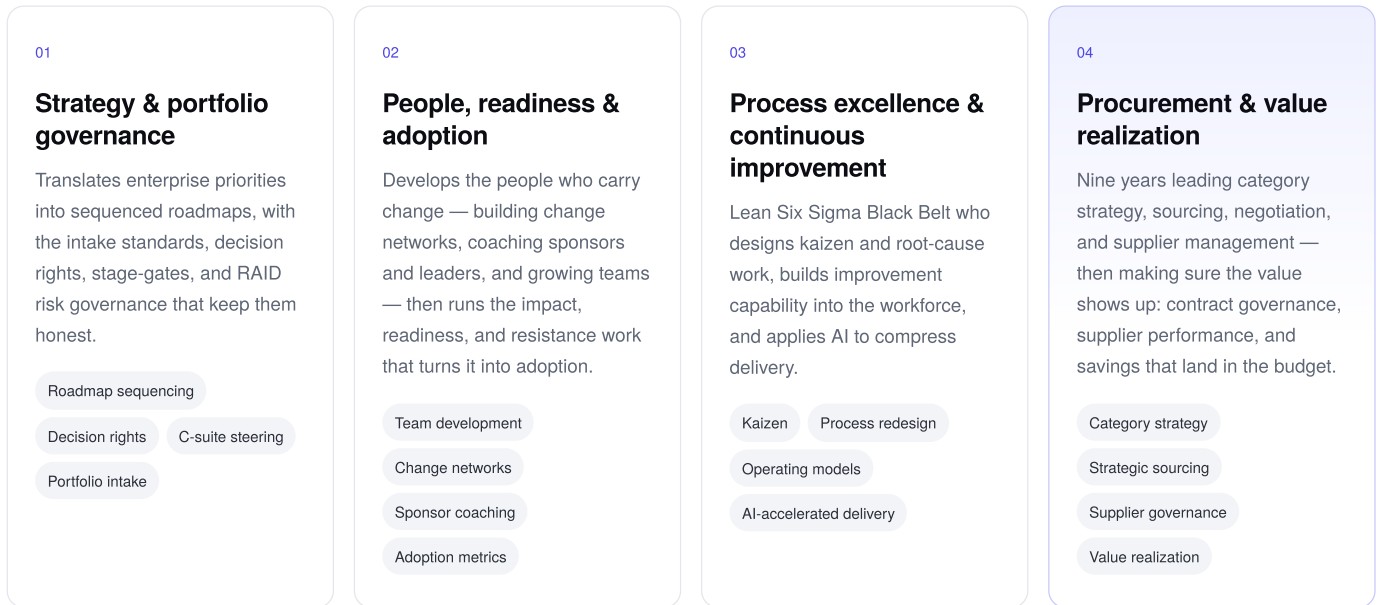
CONSULTING

Fortune 100 consulting

Supported Managing Partners on procurement and operations engagements: auditing professional-services contract portfolios, designing spend taxonomies, and recommending how client departments should be redesigned.

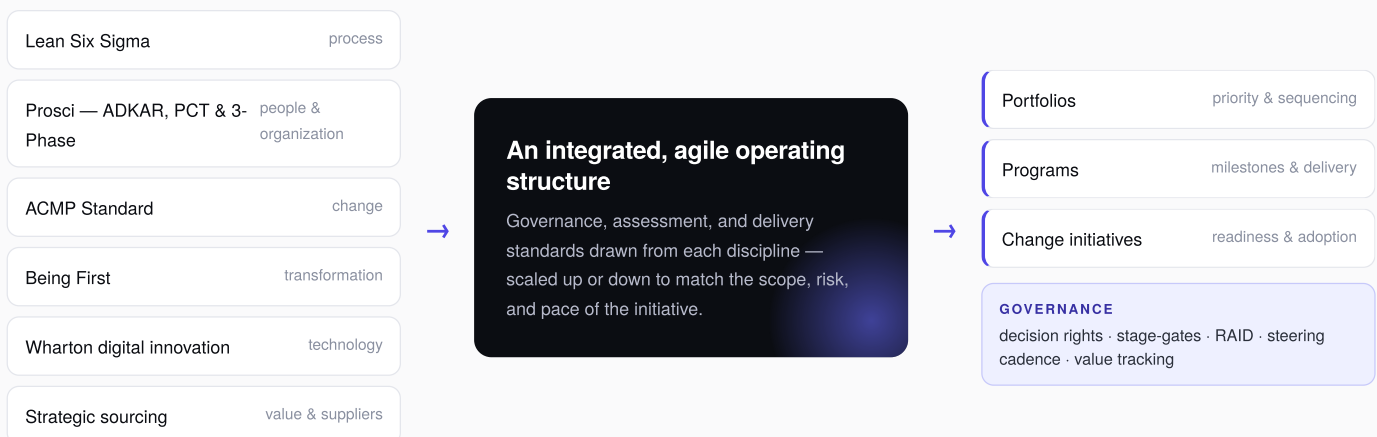
Proxima — Part of Bain & Company

One capability — driving change — applied across four levers.



Best practices, merged into one agile structure.

No single methodology fits every initiative. Ken blends proven disciplines into a structure that adapts to the work in front of it.



Nine years inside procurement, plus the adoption discipline most programs miss.

From building indirect procurement from scratch to co-chairing a Berkshire Hathaway leveraged-spend subcommittee, Ken has run the full sourcing lifecycle, and he knows a governance framework only works if people use it.

01 Spend & opportunity analysis Spend, market, and bid analysis; spend taxonomies that give leaders one structure for decisions.	02 Category strategy Category plans aligned to business priorities, built with stakeholders rather than handed to them.	03 Sourcing & RFx Cross-functional RFIs and RFPs, from benefits and HR technology to Medicare services.	04 Negotiation & contracting Term savings, cost avoidance, and contract terms that protect the business.	05 Supplier management & risk Supplier performance, SLAs and KPIs, business continuity, and sustainability reporting.	06 Value realization & adoption Transitions people adopt, so negotiated value shows up in the budget.
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Categories led Indirect and direct-adjacent spend across healthcare, aviation, retail, and manufacturing. HR & benefits Human capital management and HRIS, medical, dental, vision, and pharmacy benefits, payroll, workforce management, unemployment services Marketing Agency and campaign RFPs, global events, promotional products and a branded team-member eStore Professional services Consulting and staff augmentation suppliers; contract portfolio audits for Fortune 100 clients Healthcare services Pharmacy benefit management, non-emergency medical transportation, hospice and palliative care, Medicare screening and hearing benefits Technology Member mobile app, cloud analytics, a co-developed contract management module, enterprise risk and business continuity Indirect & corporate Packaging, MRO, and corporate services; apparel raw materials and raw-material inventory	Platforms & governance Hands-on, at the buyer and category-owner level, across four source-to-pay environments. Coupa SAP Ariba Oracle GEP SMART Tableau spend analytics Governance highlights Berkshire Hathaway leveraged-spend co-chair (HR) Contract management module, co-developed Supplier risk & business continuity Supplier sustainability reporting Spend taxonomy design Indirect procurement built from scratch
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9 years in procurement & category leadership	\$250M+ annual spend under management	430+ suppliers managed	4 source-to-pay platforms, hands-on
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Where I've worked. What I've built. What it delivered.

Documented results from FlightSafety International,
Proxima (part of Bain & Company), Ascena Retail Group,
NetJets, Highmark Health, and Affival.

18 years of professional experience 2008 – 2026, eight organizations	9 industries served aviation, healthcare, retail, manufacturing, consulting, technology, industrial, education, facility services	8 functions operated inside marketing through strategy — firsthand, not just stakeholder exposure	5+ years leading direct reports teams of up to 7 at FlightSafety, Ascena, and Affival
15 years leading cross-functional teams in every role since 2011, plus vendors & contractors	100+ processes mapped, redesigned, or improved across administration, procurement, HR, and operations	12+ enterprise platforms implemented or adopted HRIS, ERP, CRM, survey, and communications platforms	50+ change plans & toolkits built tailored to each impacted audience, with sponsor scorecards and assessments on a set cadence
70+ adoption workshops hosted plus 46 employees certified to Lean Six Sigma Yellow Belt	91% average adoption across change initiatives ranging 89–92%, measured within 50–90 days of launch	\$92M+ aggregate savings & cost avoidance avoidance, term, process-waste & budgetary savings	\$250M+ annual spend under management across 430+ suppliers
50+ enterprise programs & projects led or supported — full list below	STRATEGIC INITIATIVES & ENTERPRISE TRANSFORMATION A strategic lens built across the enterprise. Turning strategy into adopted, measurable operating change. 		

Where the \$92M+ comes from

FlightSafety · NetJets · Ascena · Highmark Health · Affival



Plus additional revenue capacity unlocked through Lean Six Sigma work — not counted in the total.

Every program and project, in one place.

Filter by organization or search by keyword — HRIS, Medicare, Lean, ERP, AI, and more.

FlightSafety International		2020 – 2026 · 19
Enterprise Change Management Office, process & governance Built from the ground up between Strategic Initiatives and the PMO — operating model, intake standards, decision rights, reporting cadence.	Change Agility Maturity Model Enterprise model for benchmarking transformation readiness, surfacing leadership gaps, and targeting coaching; embedded enterprise-wide.	
Training scheduling platform modernization People-side strategy for moving scheduling cases from ServiceNow to Salesforce with redesigned search and case workflows.	Regulatory training enhancements Two-year program improving regulated training for clients and employees.	
Regulatory training standardization knowledge base Standardized regulatory training content in a single governed knowledge base.	Enterprise knowledge base creation Enterprise knowledge bases aligned to release timing and training with IT and business owners.	
Enterprise intake & process-visibility solution Cross-functional intake and portfolio visibility built in Smartsheet.	Operational process standardization & modernization Standardized and modernized operational processes, including the quality management system (QMS).	
Innovation analysis & action plan strategy Assessed innovation capability and translated findings into a prioritized action plan.	HRIS implementation SAP SuccessFactors, Workforce Software, BenefitFocus, and Qualtrics — a multi-million-dollar budget, a team of direct reports, and concurrent workstreams.	
Employee benefits transition Enterprise transition of employee benefits administration.	Employee engagement survey program First enterprise engagement survey, run for five years with annual action planning as a standing process.	
Employee awards & recognition program Enterprise recognition program designed and managed through 2024.	New-hire retention program & process improvement Redesigned onboarding and early-tenure processes to improve retention.	
Customer survey & dashboard reporting refresh Transitioned and refreshed customer surveys and dashboard reporting.	Enterprise Lean Six Sigma kaizen program Kaizen events on billing accuracy, operational capacity, and qualification cycle time — removing process waste, avoiding cost, and releasing revenue capacity.	
Lean for Service Certified employee cohorts to Lean Six Sigma Yellow Belt, building improvement capability into the workforce.	AI-accelerated change toolkits Toolkits, templates, assessments, and scorecards prototyped with Microsoft Copilot, Claude, and ChatGPT for an enterprise-wide workforce.	
Multi-channel change communications Audience-segmented communications through Poppulo and AppSpace, with manager talking points and resource hubs.		
Proxima — Part of Bain & Company		2020 · 4

Fortune 100 technology leader — professional services review CONSULTING Full audit of professional services contracts plus the governance and operational processes behind them; cost-reduction strategy.	Global technology hardware leader — contract & taxonomy CONSULTING Contract and governance analysis, cost reduction, and spend taxonomy creation.
Industrial equipment manufacturer — contract & taxonomy CONSULTING Contract analysis, cost reduction, and spend taxonomy creation.	Client procurement operations transformation OPERATING MODEL Diagnosed process and data gaps and recommended operating-model redesign of client departments.
Ascena Retail Group 2019 – 2020 · 6	
International raw-materials apparel contracting SOURCING Contracting for apparel raw materials across international suppliers.	Supplier sustainability metrics reporting ESG Sustainability metrics reporting built through the supplier base.
HRIS transition TECHNOLOGY Sourcing and transition support for the HR information system.	Unemployment benefits services transition HR Transitioned unemployment benefits services to a new provider.
Human Resources & Professional Services / Consultants categories VENDORS Owned HR and professional services categories, including staff-augmentation and consulting suppliers.	Workforce management HR Sourcing and management of workforce management services.
NetJets 2017 – 2019 · 6	
HRIS RFP & implementation TECHNOLOGY Sourced the HR information system with IT and HR and supported implementation.	Healthcare benefits procurement & transition HR Led the procurement project that transitioned employee medical, dental, and vision benefits.
Marketing ad campaign RFP & management MARKETING Ran the RFP and managed agency partners for creative marketing campaigns.	Global events RFPs SOURCING Sourced global events for a premium private aviation brand.
Procurement process & partnership standardization PROCESS EXCELLENCE Standardized procurement processes and supplier partnership models.	Branded team-member eStore DIGITAL Online retail experience co-designed with a new promotional products supplier during contract negotiations.
Highmark Health 2015 – 2017 · 9	
PBM services RFP & management HEALTHCARE Pharmacy benefit management sourcing and supplier management.	Hospice & palliative care for Medicare HEALTHCARE Sourced hospice and palliative care services for Medicare members.
Non-emergency medical transportation for Medicare HEALTHCARE Sourced routine, non-emergency medical transportation (NEMT) services.	Hearing aid benefits for Medicare HEALTHCARE Sourced hearing aid benefits for Medicare members.
Colorectal cancer screening for Medicare HEALTHCARE Sourced colorectal cancer screening services.	Member mobile application DIGITAL Nine-month RFI/RFP for a member app serving Medicare and Exchange markets.
Cloud analytics platform TECHNOLOGY Six-month cloud analytics solution integrating multiple enterprise platforms.	Source-to-pay contract management module TECHNOLOGY Real-time contract drafting and execution module co-developed across business units.
Enterprise risk management & business continuity solution TECHNOLOGY One-year solution monitoring compliance gaps, SLAs, and KPIs across absorbed entities.	
Affival — SKW Stahl-Metallurgie Group 2011 – 2015 · 10	

ERP discovery & evaluation Project-managed discovery and evaluation for replacing a legacy ERP system. TECHNOLOGY	Headquarters relocation & plant expansion Led both from planning through completion. OPERATIONS
5S implementation across manufacturing Lean workplace organization deployed across manufacturing operations. PROCESS EXCELLENCE	Global communications management Managed communications and stakeholder engagement across a global stakeholder base. COMMUNICATIONS
Indirect procurement build & management Built non-raw-materials procurement from the ground up, delivering budgetary savings. SOURCING	Logistics & back-office standardization Standardized and improved logistics and back-office processes. PROCESS EXCELLENCE
Raw material inventory management Managed raw material inventory processes and reporting. OPERATIONS	Paper-to-electronic records transformation Directed the move from paper to electronic records. DIGITAL
Annual board book management Produced the annual board books and governance documentation for the CEO. EXECUTIVE	Sales & engineering presentations Produced executive sales and engineering presentations. EXECUTIVE

54 programs & projects shown

Eight organizations. One throughline.

2022 – 2026	Lead, Organizational Change Management FlightSafety International · A Berkshire Hathaway Company	Originated the enterprise CMO
2020 – 2022	Director, Administrative Operations FlightSafety International · HR operations transformation	Multi-million-dollar HR tech portfolio
2020	Management Consultant Proxima — Part of Bain & Company	Fortune 100 tech clients
2019 – 2020	Manager, Corporate Procurement Ascena Retail Group	HR & professional services categories
2017 – 2019	Senior Category Leader, Global Procurement NetJets · A Berkshire Hathaway Company	Berkshire HR spend co-chair
2015 – 2017	Analyst, Procurement Highmark Health	PBM, Medicare & NEMT
2011 – 2015	Manager, Corporate Administration Affival · CEO direct report	4 yrs reporting to CEO
2009 – 2010	Assistant Director of Admissions Education Management Corporation	Higher-education enrollment
2008 – 2009	Marketing Specialist ServiceMaster Professional Building Maintenance	Marketing analysis

What Ken believes — and how he leads.

The principles behind every mandate: people first, systems connected, tools that amplify, and change that lasts.

MISSION

To connect strategy to people and build adaptability into an organization's DNA — not as a box checked for this quarter, but as a capability that keeps the organization aware, energized, and adaptable for decades.

PILLAR 01

Activate

Unlock human potential first. Strategy follows people, not the reverse.

PILLAR 02

Architect

Design connected systems — strategy, departments, portfolios, and culture aligned in one direction.

PILLAR 03

Accelerate

Build the tools and design the environments that make adoption the natural path — applying AI and digital solutions where they fit to multiply output and deliver business outcomes, without sacrificing quality.

PILLAR 04

Anchor

Embed change so it sustains itself. Transformation that needs constant maintenance isn't transformation.

01 Human potential is exponential, not linear

Belief in the direction, trust in the people leading it, and faith that the organization is invested in them turn understanding into action.

02 Disciplined structure drives better decisions

Clear decision rights, root-cause analysis, and a repeatable structure help the organization make the best call every time.

03 Sustainable business requires connected strategy

When every department works from the same map as the enterprise, teams see opportunity instead of trade-offs.

04 Build with people, not just by them

Change built alongside people becomes change they carry forward.

The work of transformation is never merely structural — it is fundamentally **human. Every initiative succeeds or fails at the intersection of readiness and will.**

Methodology depth, backed by current certification.

MBA

Master of Business Administration

University of Illinois Urbana-Champaign, Gies College of Business · Global Business, Entrepreneurship & Innovation

Expected Dec 2027

BS

Bachelor of Science, Marketing

University of Tampa

Dec 2008

WH

Advancing Digital Innovation

The Wharton School, University of Pennsylvania

Sep 2026

[Verify credential ↗](#)

UIUC

Managerial Economics & Business Analysis Specialization

University of Illinois Urbana-Champaign, Gies College of Business

Sep 2026

[Verify credential ↗](#)

ADKAR

Prosci Certified Change Practitioner

Prosci

Aug 2026

[Verify credential ↗](#)

LSSBB

Lean Six Sigma Black Belt

The Ohio State University

Sep 2025

CCMP

Certified Change Management Professional

Association of Change Management Professionals (ACMP)

Jul 2022

[Verify credential ↗](#)

BF

Leading Transformational Change

Being First, Inc.

Jun 2022

CU

Employment Law Certificate

Cornell University

Feb 2021

What Ken is looking for.

ROLES

Enterprise transformation

Strategic operations

Procurement excellence & value realization

Strategic initiatives & leadership

Operational & process excellence

Strategic change management

INDUSTRIES

Aviation & aerospace

Healthcare & life sciences

Financial services

Technology & operations

Management consulting

WORKING MODEL

An integrated, agile methodology — Lean Six Sigma, Prosci, ACMP, Being First, and Wharton digital innovation practice combined

Adapts to portfolios, programs, and change initiatives of any scale

Remote, hybrid, or on-site

Columbus, Ohio · relocation based on discussion

Let's talk about what's next.

Reach Ken directly by email or LinkedIn, or use the contact form at krmunshower.com.

Email

ken@krmunshower.com

LinkedIn

[/in/kenmunshower](https://in/kenmunshower) ↗

Resume

[view online](#) →

Case study

[Building the CMO](#) →

Ken's full profile

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