

## ENIO VELAZCO

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### PROFESSIONAL PROFILE

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- Experienced faculty member teaching graduate and undergraduate courses in the fields of business analytics, operations management, human resources, and information technology.
- Accomplished business executive and human capital strategist with 30-plus years of experience at multinational firms. Outstanding track record in enabling strategy execution leveraging people and digital technologies.
- Seasoned learning & development leader proficient at designing and delivering executive development programs, managing a global education unit, and designing online courses for student/program participant success.
- Workplace and culture architect; adept at partnering with stakeholders to create a collaborative, inclusive environment to attract, engage, develop, and retain top talent while fostering innovation and excellence.
- Board director, published author, conference presenter, researcher, consultant, executive coach, mentor, and lifelong learner.

### EDUCATION

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- **Ph.D., Operations Research**, Case Western Reserve University, Cleveland, OH
- **M.S., Operations Research**, Case Western Reserve University, Cleveland, OH
- **M.S., Industrial & Systems Engineering**, Rutgers University, New Brunswick, NJ
- **B.S., Industrial Engineering**, University of Lima, Lima, Peru

### ACADEMIC APPOINTMENTS

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**Senior Lecturer**, Northeastern University, Boston, MA, 2021 to Present

- Teaches Supply Chain & Operations Management, Global Supply Chain Strategy, and Operations & Supply Chain Management to classes averaging 40 students.

**Adjunct Professor**, Villanova University, Villanova, PA, 2017 to Present

- Teaches Strategic and Global HR Leadership, and HR Technology Solutions to classes averaging 20 students. These online graduate courses are taught in the HR Development Department. Designed online master's courses.

**Professor**, ADL School of Management, Cambridge, MA, 2000 to 2002

- Taught Project Management to graduate students in class sizes averaging 30 students.

**Lecturer**, Babson College, Wellesley, MA, 1999

- Taught Quantitative Methods in the Math & Sciences Department to classes of 25 to 30 graduate students.

**Assistant Professor**, Worcester Polytechnic Institute, Worcester, MA, 1988 to 1993

- Taught several graduate and undergraduate courses in the Management Department to classes of 16 to 40 students. Taught Introduction to Computers in a certificate program to classes averaging 30 students.

### ACADEMIC HONORS

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- Recognition Award, University of Massachusetts Lowell, Plastics Engineering Department, 1997
- Sigma Mu Epsilon, Manufacturing Engineering Honorary, Worcester Polytechnic Institute, 1991
- Omega Rho, International Operations Research Honorary, Case Western Reserve University, 1986

## COURSES TAUGHT

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### Undergraduate

- Global Supply Chain Strategy
- Supply Chain & Operations Management
- Production Systems Design
- Quality Planning and Control
- Computer Simulation
- Computer Integrated Manufacturing

### Graduate

- Operations Management
- Project Management
- Strategic and Global HR Leadership
- Business Statistics
- Total Quality Management
- HR Technology Solutions

## BOARDS

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**Director,** National Association of State Personnel Executives, Lexington, KY, 2017 to 2021

- Professional development and resources group for the chief HR leaders of each state of the union.

**Director,** Human Resources Leadership Forum, Westford, MA, 2013 to 2020

- Premier professional association for senior HR leaders in New England boasting over 400 members.

**Director,** International Institute of Boston, Boston, MA, 2003 to 2004

- Philanthropic organization helping refugees and immigrants to realize their dreams and contribute to New England's growth and prosperity.

**Trustee,** Doctor Franklin Perkins School, Lancaster, MA, 1994 to 1999

- Private school providing special education and support to students from grades 1 to 12.

## BUSINESS EXPERIENCE

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**VP, HR Strategy & Business Transformation,** SAP, Newtown Square, PA, 2014 to 2021

SAP is a German multinational that makes enterprise software to manage business operations and customer relations. Company has annual revenue greater than US \$25B, 105,000 employees, and over 425,000 customers in 180 countries.

- Aided CXO's translate business goals into human capital strategies that create value in today's digital economy. Provided value analysis to clients aligning HR transformations with SAP capabilities. Supported implementations and enabled value realization with new skilling, talent strategy, leadership development, employee experience, organization design, and change management.
- Generated business cases for numerous clients identifying over \$31M in savings through innovation and operational excellence with digital workforce transformation technologies.
- Partnered on digital projects yielding +175% in ROI. Provided thought leadership through white papers and presentations at internal sales meetings.
- Managed an average of \$25M client portfolio and supported sales team to build pipeline through relationships to create \$15M in net new accounts.
- Accelerated demand generation through company-sponsored webcasts and speaking engagements at public HR and business national conferences.

**President,** Prism Consulting Partners, Carlisle, MA, 2013 to 2015

Led consultancy providing organizational development, talent management, leadership development, and executive coaching services to mid-market companies.

- Performed organizational assessment, initiated job shadowing program to strengthen talent pipeline, and redesigned performance management process at Federal Reserve Bank of Boston.
- Redesigned business development process and assisted prospect identification at New Directions.

**VP, Talent Management, Learning & Org. Development,** Royal Philips Electronics, Andover, MA, 2011 to 2013  
Dutch global conglomerate with annual revenue of US \$30B, 200,000 employees, and products spanning the medical device, lighting, domestic appliances, and personal care. Healthcare unit is a \$13B enterprise with 45,000 employees.

- Implemented performance management system across the global enterprise in less than 6 months successfully navigating cultural differences.
- Advised medical device executives on talent and organizational development issues. Led succession planning, performance management, executive coaching, and leadership assessments.
- Directed Philips Healthcare University and Executive Coaching. Leveraged corporate university's multimedia expertise to improve new product introductions and sales effectiveness with online trainings.

**Director, Human Resources Business Partner,** Philips Healthcare, Andover, MA, 2009 to 2010

- Partnered with CEO of Global Supply Chain organization (\$1.8B, 2,500 ee) on creating a high-performing culture.

**Director, Talent Management & Organizational Development,** Philips Healthcare, Andover, MA, 2007 to 2010

- Established and institutionalized a systemic approach to learning and talent development leading to a progressive culture of continuous improvement, talent development mindset, and strengthening of talent pipeline. Established assessment center.
- Designed CEO's succession plan focusing on key experiences. Successor focused on leading a large organizational transformation during depressed market conditions and eventually took on new role after 2.5 years.
- Participated in restructuring effort resulting in 6% costs savings. Identified needed organizational changes and developed management tools to enable smooth implementation and retention of key talent.
- Drove +5% engagement by designing development opportunities using blended learning, tighter individual-team goal alignment, and coaching.

**Director, Organizational Effectiveness,** Aptima, Woburn, MA, 2005 to 2007

Human factors engineering research & development firm servicing the US military and national intelligence communities with offices in Massachusetts and Washington DC; \$150M in revenue and 250 employees.

- General Manager of \$80M, 50-person consultancy division. Integrated three practices into one division and led commercial market penetration. Direct report to CEO. Directed workforce planning and annual salary reviews.
- Met revenue targets and realized 15% operational savings by clarifying value proposition, eliminating redundancies, standardizing project management procedures, and formalizing proposal generation process.
- Collaborated on designing online leadership development modules and simulation-based training programs.

**Senior Director, Leadership & Executive Development,** Blue Cross Blue Shield MA, Boston, MA, 2003 to 2005  
Premier health care insurance company with \$11B in revenue and 5,000 employees.

- Facilitated CEO succession plan; established executive development function creating succession plans for top 120 leaders plus 150 high potentials and realizing \$500K on executive coaching savings.
- Increased effectiveness of operating model and enabled business transformation by redesigning titling and executive compensation and reviewing decision-making guard rails to create right power dynamics.
- Led associate loyalty program resulting in a 5% year-over-year increase in employee engagement levels.

**VP, Learning & Development,** Arthur D. Little, Cambridge, MA, 1999 to 2002

Oldest international management consulting and research firm in the world, with 3,500 employees in 50 countries.

- Developed global learning strategy and managed corporate university with 3 international training centers. After the dot-com bubble burst, also provided consulting services to external clients across multiple industries.
- Developed strategy to secure an \$ 88M client account with the federal government to provide consulting and training services for 10,000 employees using e-learning featuring blended format and business simulations.
- Designed successful executive and mid-level development programs for several multinationals.
- Collaborated in post-merger integration activities for global clients comprising work on organizational culture and leadership assessments, executive staffing, benefit plan redesigns, and change management process rollouts.

**Director, Organizational Development & Training**, Nypro, Clinton, MA, 1993 to 1999

\$600M manufacturing multinational with 5,500 employees across 25 sites around the world. Growth strategy built on international M&A activity doubled company size.

- Enabled execution of growth strategy by introducing online training programs, taking part in 5 post-merger-integration teams, driving enculturation initiatives, and setting up HR departments in Asia Pacific.
- Developed competency framework for leaders in company's unique board management system and, designed executive and leadership development programs.
- Managed high-potential development program including internal talent identification, college recruitment, rotational program assignments, mentoring, and first-line-manager coaching.

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## SELECT PRESENTATIONS

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† Denotes a webinar.

- “Digital Supply Networks: Transforming Supply Chains,” Northeastern University, Boston, MA, April 4, 2023.
- “The Employee Experiences that Matters Now,” with Adams, B., SHRM Talent Conference & Expo, Las Vegas, NV, August 23, 2021.
- “Managing the Future Workforce in a Hybrid Environment,” GovLoop Speaker Series†, Washington, DC, February 25, 2021.
- “Enabling Workforce Reskilling and Upskilling Through Reinvented Learning Experience,” Public Sector Network Conference†, Sydney, Australia, February 17, 2021.
- “Now Hiring: Government Modernizes Recruiting,” GovLoop Speaker Series†, Washington, DC, October 1, 2020.
- “Building the Workforce of the Future,” OneHR Conference, Harrisburg, PA, March 4, 2020.
- “HR Challenges in State and Local Governments,” Carahsoft Speaker Series†, December 13, 2018.
- “Performance Management: Trends and Best Practices,” Lockheed Martin, Bethesda, MD, July 31, 2018.
- “Integrated Talent Management and the True Business Value of an Engaged Workforce,” with Santore, L., SAP Federal Summit, Washington, DC, June 28, 2018.
- “Developing a Culture for Digital Transformation,” HRPS Annual Conference, Scottsdale, AZ, April 23, 2018.
- “The Why and How of Creating Engagement in the Public Sector,” NCCIPMA-HR, Sacramento, CA, March 16, 2018.
- “High Performing, Engaged Government Culture: A Mission Impossible?” with Goetz, L., SAP Innovation Day, Houston, TX, December 5, 2017.
- “Digital Change Solutions at the University of Kentucky,” with Pickerill, A., Educause 2017, Philadelphia, PA, November 2, 2017.
- “The Top 5 Pitfalls of Digital Transformations to Avoid,” with Baker, L., Alliance 17, Las Vegas, NV, March 1, 2017.
- “Rethinking Performance Management,” IPMA-HR, Grand Canyon Chapter, Phoenix, AZ, September 29, 2016.

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## AWARDS & GRANTS

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- Velazco, E., Grier, R., et al. (2006), “Knowledge & Experiences of Expert Labor (KEEL),” DoD. Duration: 1 year. (\$100,000)
- Orvis, K., Velazco, E., et al. (2005), “TeamBuilder,” DoD. Duration: 1 year. (\$175,000)
- Schott, N., Velazco, E., et al. (1996), “Plastics Engineering Technology Education Center,” NSF. Duration: 1 year. (\$60,000)
- Sisson, R., Velazco, E., et al. (1992), “Industrial Case Studies in Manufacturing Engineering: A New Integrated Approach to Manufacturing Engineering Education,” AT&T Foundation. Duration: 3 years. (\$206,867)
- Velazco, E. (1992), “Total Quality Management Course,” GE's Continuous Improvement Education Fund. Duration: 1 year. (\$10,000)
- Rollings, R., Velazco, E., et al. (1991), “Cooperative Agreement to Promote Student and Faculty Exchange, Joint Research, and Opportunities for Faculty Development at WPI and ESPOL,” AID. Duration: 1 year. (\$497,742)
- Velazco, E. (1991), “Development of a Quality Control Course,” GE's Continuous Improvement Education Fund. Duration: 1 year. (\$10,000)

- Velazco, E. (1991), "Artificial Intelligence Support for Statistical Process Control of Discrete Manufacturing Processes," NSF: Small Business Innovation Research. MEAC Subcontract. Duration: 6 months. (\$5,000)
- Velazco, E. (1988), "Butterfly Valve Manufacturing Process Simulation," Jamesbury Corporation. Duration: 6 months. (\$20,000)
- Miscellaneous awards. (\$14,914)

## ADVISED THESES

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- Gould, R. (1993), *Assuring the Safety, Effectiveness and Reliability of an LAB Catherer Using SPC Tools, Taguchi Techniques and DOE*, M.S. Biomedical Engineering, WPI, Worcester, MA.
- Campo, L. (1993), *Optimization of Non-Linear Multiple Responses in Manufacturing Systems Simulations*, M.S. Manufacturing Engineering, WPI, Worcester, MA.
- Santoro, L. (1992), *Quality Engineering and Response Surface Methodologies*, M.S. Manufacturing Engineering, WPI, Worcester, MA.

## PUBLICATIONS

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† Signifies a blog

\* Denotes equal contribution

- Velazco, E. (2021), [How a Global Pandemic Changed HR Priorities For State Governments](#), Forbes, Jersey City, NJ.
- Ricci, D., and Velazco, E. (2021), [How Government HR Departments Are Dealing with the Pandemic](#)†, SAP, Newtown Square, PA.
- Velazco, E. (2020), [The New Normal at Government Agencies: A Hybrid Workplace](#), LinkedIn, Sunnyvale, CA.
- Velazco, E. et al. (2020), [Modern Hiring: How Agencies are Preparing for the Next Generation of Work](#), GovLoop E-Book, Washington, DC.
- Velazco, E. et al. (2019), [Maximizing HR Potential: How to Drive High Performing, Inclusive Organizations and Create Meaningful Work Experiences](#), Villanova University, Villanova, PA.
- Velazco, E. (2019), [Organization Design in State & Local Government Agencies - HR's Secret Weapon to Boost Performance](#), LinkedIn, Sunnyvale, CA.
- Velazco, E. (2018), [Strategic and Global HR Leadership](#)†, Villanova University, HRD Blog, Villanova, PA.
- Velazco, E. (2018), [How Digital Technologies are Impacting Human Resources](#)†, Villanova University, HRD Blog, Villanova, PA.
- Velazco, E. (2007), [The ACHIEVE Coaching Model](#)†, Organizational Effectiveness & Talent Management, Boston, MA.
- Velazco, E. (2007), [The GROW Coaching Model – What Is It?](#)†, Organizational Effectiveness & Talent Management, Boston, MA.
- Grier, R., Velazco, E. et al. (2007), *Knowledge and Experiences of Expert Labor: The KEEL of an Experienced Shipbuilding Workforce*, HSIS 2007, Conference Proceedings, Annapolis, MD.
- Velazco, E. (2007), [What is Organizational Development?](#)†, Organizational Effectiveness & Talent Management, Boston, MA.
- Velazco, E. (2004), *Executive Development: Leadership Competencies and Strategic Talent Management*, BCBSMA, Internal Document, LED-00356, Boston, MA.
- Velazco, E. (2004), *Cultural Assessment and Development*, BCBSMA, Internal Document LED-00304, Boston, MA.
- Velazco, E. (1997), *Nypro Online: Bringing Plastics Education to Our Employees and Partners*, Nypro, Internal Document, Clinton, MA.
- Velazco, E. (1995), *Air Traffic Management: High-Low Traffic Intensity Analysis*, European Journal of Operational Research, Vol 80, No. 1.
- Velazco, E. (1994), *Simulation of Manufacturing Systems*, International Journal of Continuing Engineering Education, Vol 4.
- Velazco, E. and Campo, L. (1993), *Optimization of Non-Linear Multiple Responses in Manufacturing Systems Simulations*, Summer Computer Simulation Conference Proceedings, Boston, MA.

- Velazco, E. (1992), *Air Traffic Management: An Aggregation/Disaggregation Analysis Model*, Decision Sciences Institute, National Meeting Proceedings, San Francisco, CA
- Velazco, E. and Niella, R. (1992), *Design of Experiments for Computer Simulation of Manufacturing Systems*, Twenty-Third Modeling and Simulation Conference Proceedings, Pittsburgh, PA.
- Velazco, E.\* and Johnson, S.\* (1992), *Teaching Students to Effectively Use Taguchi Methods: Building Quality into Products Processes, and Services*, Proceedings Northeast DSI Meeting, Boston, MA, 1992, 58-62.
- Velazco, E. (1991), *A Taguchi Experimental Design Strategy for Simulation Experiments*, Twenty-Second Modeling and Simulation Conference Proceedings, U. of Pittsburgh, PA, May 1991, V22, N2, 873-879.
- Velazco, E. (1991), *Expert Systems Join the Navy: Artificial Intelligence is Applied to Procurement*, Industrial Engineering, V22, N8.
- Velazco, E. and Zhang, J. (1990), *Analytic Simulation Analysis of a Queue with Retrials*, Twenty-First Modeling and Simulation Conference Proceedings, Pittsburgh, PA, V21, N1, 282-286.

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## PROFESSIONAL DEVELOPMENT

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### Certifications

- Integral Coaching, New Ventures West, San Francisco, CA, October 21, 2010.
- Executive Coaching, Wharton Business School, Philadelphia, PA, February 4, 2005.

### Leadership & Executive Development Programs

- Leadership at the Peak, Center for Creative Leadership, Colorado Springs, CO, September 8-12, 1997.
- Leading for Organizational Impact, Center for Creative Leadership, Greensboro, NC, June 18-22, 1994.
- Leadership Development Program, Center for Creative Leadership, Greensboro, NC, March 14-18, 1994.
- Manufacturing in Corporate Strategy, Harvard Business School, Boston, MA, 1992.

### Conferences & Workshops

- Succession Planning and Leadership Development, Human Resource Planning Society (HRPS), Cambridge, MA, May 2-3, 2005.
- Talent Management Strategies Conference: Managing Your Talent Portfolio for Maximum Return, The Conference Board, New York, NY, March 15-16, 2005.
- How to Develop and Implement A Succession Management Plan, SSON, Atlanta, GA, September 22, 2003.

### Select Training & Development Tools

- Organizational Culture Inventory (OCI), Human Synergistics, Mount Prospect, IL, September 20, 2012.
- Organizational Effectiveness Inventory (OEI), Human Synergistics, Mount Prospect, IL, August 15, 2012.
- Life Styles Inventory (LSI), Human Synergistics, Mount Prospect, IL, September 14, 2011.
- Change Style Indicator (CSI), Discovery Learning Int., Greensboro, NC, August 21, 2007.
- Leadership Effectiveness Analysis (LEA), Management Research Group, Portland, ME, August 26, 2004.
- Voices 360-degree Feedback Instrument, Lominger, (Korn Ferry), Minneapolis, MN, May 14, 2003.
- Situational Leadership II (SLII), Ken Blanchard, Escondido, CA, March 22, 2000.
- Myers-Briggs Type Indicator (MBTI), CCP Inc., Sunnyvale, CA, April 21, 1995.
- Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B), CPP Inc., Sunnyvale, CA, April 21, 1995.
- Benchmarks Instrument Professional, Center for Creative Leadership, Greensboro, NC, March 18, 1994.

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## ASSOCIATIONS

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- Council of Supply Chain Management Professionals (CSCMP), Lombard, IL.
- Production & Operations Management Society (POMS), Miami, FL.
- Senior Human Resources Network (SHRN), Westborough, MA.
- Society for Human Resource Management (SHRM), Washington, DC.