

HENRY KEPEDEN

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ENTERPRISE TRANSFORMATION EXECUTIVE | AI-ENABLED OPERATIONS | EBITDA & VALUE CREATION

Enterprise transformation executive with 20+ years engineering EBITDA improvement, Lean Six Sigma deployment & execution, operating-model redesign, and asset productivity across Oil & Gas, Mining, Utilities, Chemicals, and Manufacturing.

Delivered \$150M+ in verified financial impact leading transformation at scale — 10,000+ employees, six industries, four continents — for Fortune 500 and sponsor-backed organizations. Recognized for elevating Continuous Improvement from a Lean toolset into an enterprise performance system that drives EBITDA and value creation directly, and for extending that same root-cause discipline into AI-enabled operational intelligence that improves decision speed and closes execution gaps. Trusted by boards, CEOs, and C-suites to move from strategy to governed, measurable outcomes across the plant floor and the boardroom alike. Fluent in English, French, and German

\$150M+ Verified Financial Impact	20+ Years Enterprise Transformation	10,000+ Largest Employee Population Affected	4 Continents Global Transformation Scope	400+ Leaders & Practitioners Developed
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CORE EXPERTISE

– Enterprise Business Transformation	– Enterprise Change Management (ADKAR / Kotter)
– Agentic AI Solution Design & Development	– Transformation Governance (PMO / TMO)
– P&L Improvement & EBITDA Expansion	– Operating Model & Organizational Redesign
– Operational Intelligence Systems	– Executive & Board-Level Advisory
– Lean Six Sigma (Master Black Belt)	– Asset Productivity, Reliability & Throughput
– Digital Operations & Industry 4.0	– M&A Integration & Synergy Capture

PROFESSIONAL EXPERIENCE

Flows Management (a Datanexions Company) • Houston, TX 2015 – Present

Managing Director — Business Transformation & Continuous Improvement

Senior executive advisor to Fortune 500 and sponsor-backed organizations across Energy, Mining, Utilities, Chemicals, and Manufacturing. Responsible for strategy-to-execution alignment, transformation program design, agentic AI solution development, and sustained value realization — frequently operating as the de facto Chief Transformation Officer for client organizations without that function in-house.

SELECTED ENTERPRISE IMPACT

- Delivered **\$150M+** in verified financial impact — repositioning Continuous Improvement as a repeatable, P&L-driven value system and architecting agentic AI solutions that convert fragmented operational data into real-time executive decision intelligence.

ENTERGY — PREMIER UTILITY TRANSFORMATION (12,000-EMPLOYEE REGULATED UTILITY)

- Led enterprise change management for a multi-year transformation toward Premier Utility performance, establishing CEO-level governance, executive sponsorship, employee engagement, and an enterprise-wide adoption framework.
- Designed AI-assisted operational-intelligence workflows and agentic systems to improve executive decision-making, operational visibility, reporting automation, and cross-functional coordination.

- Integrated ADKAR and Kotter frameworks across operations and shared services, aligning leadership behaviors, performance indicators, and management cadence with safety, reliability, and more than \$2 million in annual EBITDA-acceleration targets.
- Applied AI-driven root-cause diagnostics to identify systemic decision delays across operations, supply chain, HR, and IT, then designed an operational-intelligence layer to shorten the time between value-loss events, leadership awareness, and corrective action

BALL CORPORATION — MANUFACTURING PERFORMANCE TRANSFORMATION

- Led enterprise CI transformation across Texas manufacturing plants — integrating TPM, throughput optimization, labor productivity, and quality yield into a unified operating model; achieved **11% improvement in factory utilization** and **7% operating margin expansion**.
- Built self-sustaining internal CI capability across plant leadership — enabling durable performance improvement beyond the engagement by embedding improvement into daily management systems.

ENERGY & MINING — MULTI-CLIENT PORTFOLIO

- Generated **\$67M in savings** across Oil & Gas (CNRL) and Mining (Rio Tinto) through Lean, AI, and IoT-enabled operational transformations.
- Delivered 7% EBITDA improvement for a regulated utility in Minnesota through operating model redesign and performance management enhancement.
- Drove 12% revenue growth for Baker Hughes' drilling division across Asia, Middle East, and Africa by aligning transformation, commercial execution, and asset utilization.
- Reduced lifting costs by 10% for a BP–Total–Exxon–ENI consortium asset in Nigeria through integrated production and maintenance optimization.

ConocoPhillips • Houston, TX

2013 – 2015

Executive Advisor — Business Transformation & Continuous Improvement

Architected and scaled a global Continuous Improvement system across upstream operations, positioning CI as a core lever for lifting-cost reduction, capital efficiency, and production reliability.

- Shifted CI from isolated Lean projects to an enterprise performance management engine — integrating it into asset management, drilling, production, and maintenance, aligned with executive scorecards and asset-level P&L accountability.
- Built sustainable CI capability across 400+ leaders and practitioners worldwide; achieved **8% reduction in lifting costs within 12 months**, protecting margins during commodity price volatility.

EP Energy • Houston, TX

2010 – 2013

Executive Advisor — Operational Excellence & Post-Acquisition Integration

Led enterprise CI and performance optimization across operations, maintenance, and supply chain — explicitly linked to production growth, cost discipline, and reliability.

- Captured **\$4.2M in M&A synergies** through CI-led post-acquisition integration — applying standardized work, performance dashboards, and governance alignment across combined entities.
- Delivered **\$20M+ in production and maintenance optimization savings** by reducing non-productive time and improving work execution reliability.

PwC (Strategy&) • Houston, TX

2008 – 2010

Engagement Manager — Strategy & Performance Improvement

- Led enterprise restructuring, operating model redesign, and OPEX reduction programs for energy and industrial clients — delivering **\$27M in cost savings** through fact-based performance diagnostics and execution roadmaps.
- Produced board-ready performance insights, transformation cases for change, and executive decision support across multiple concurrent engagements.

Improvement Project Manager — Lean Six Sigma Black Belt

- Generated **\$5M+ NPV** from process optimization and energy efficiency initiatives, including a 9% reduction in energy usage in TiO₂ production.
- Strengthened process safety management (PSM) practices and regulatory compliance across manufacturing operations — foundation for subsequent enterprise-scale transformation work.

SPECIAL PROJECTS: VENTURES, BOARD & ADVISORY LEADERSHIP

Alongside enterprise transformation work, actively builds AI ventures, advises boards, and coaches executives — translating 20+ years of operating and change-leadership discipline into founder-level ownership and governance oversight.

VENTURES & INNOVATION

- Intel4Ops** (Founder, 2024) — Developing an AI-enabled operational-intelligence platform designed to help asset-intensive organizations connect fragmented operational data, identify value leakage, improve executive decision speed, and coordinate recovery actions across operations, maintenance, supply chain, finance, and workforce functions.
- Nuvita-AI** (Co-Founder, 2025) — Shapes strategy for an AI workforce-scheduling and operational-optimization platform addressing profitability, service quality, staffing constraints, and workforce orchestration in home care.

BOARD & GOVERNANCE

Serves across agro-industrial, engineering, and technology sectors — providing strategic oversight on capital allocation, operational performance, and governance.

KenduraFoods	Founder & Chairman of the Board	2020 – Present
Datanexions	Board Member	2022 – Present
La Céréalière de la Sanaga	Board Member	2017 – 2024
Oehring Engineering	Board Member	2022 – 2023

EDUCATION

MBA | Texas A&M University
M.S., Chemical Engineering | Karlsruhe Institute of Technology (Germany)
B.S., Chemical Engineering | Karlsruhe Institute of Technology (Germany)

CERTIFICATIONS

Kotter Advanced Change Management • Lean Six Sigma Master Black Belt • Lean Six Sigma Black Belt • Agile / Scrum Project Management • Process Hazard Analysis (PHA)

TECHNOLOGY & ANALYTICS

AI-Tools • Python • Power BI • Tableau • Spotfire • Minitab • SAP • MS Project • Visio • TPM • Hoshin Kanri • A3 Problem Solving • Industry 4.0 Platforms

LANGUAGES

English (Native) • French (Fluency) • German (Fluency)