

Jennifer Nicolaisen

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RELEVANT PROFESSIONAL HISTORY

Independent Project Analysis (IPA) – Ashburn, VA, USA

Independent Project Analysis (IPA) is a research firm and think tank specializing in the behavior and effectiveness of capital investments deployed through projects, portfolios, and other project systems.

Positions held:

Industry Benchmarking Consortium (IBC) 2016 Conference Lead Coordinator	2015 – Present
<i>The Industry Benchmarking Consortium (IBC) is a chartered and voluntary association of owner firms in global manufacturing and process industries. Industry members gather annually for a working meeting to share data and best practices.</i>	
Client Engagement Leader for Williams Companies	2015 – Present
Client Engagement Leader for British Petroleum (BP)	2014 – 2014
Associate Implementation Analyst	2013 – Present
Intern Program Manager	2013 – 2015
Implementation Analyst	2012 – 2013
Research Analyst	2010 – 2012

Noteworthy Achievements:

Studied dynamic behavior of capital investments in process industries and developed technical expertise in:

- Tailings & mine waste management, oil sands mining and extraction, other minerals mining and refining processes.
- Commodity and specialty chemicals production processes (including pharmaceutical), hydrocarbon refining processes, pipeline product transportation, power generation processes, air separation processes, onshore and offshore hydrocarbon drilling and extraction processes, site utilities infrastructure systems.

Derived solutions and established bases for data-driven improvement, risk minimization and optimization of:

- More than 50 individual industrial (capex) projects, ranging in size from <\$1 million to >\$3 billion
- 6 capital delivery systems (mix of site-based, regional and global)
- governance in stage-gated work processes and operation of Project Management Organizations (PMOs)

Delivered lead role project management consulting services through a variety of engagements:

lifecycle analysis | schedule effectiveness forecast/assessment | cost effectiveness forecast/assessment | capital risk analysis | portfolio planning workshop | project planning & FEL workshop | business and engineering alignment session | short and longterm mine planning analysis | megaproject shaping evaluation | site-based portfolio analysis | pre-sanction risk analysis | mid-execution risk analysis | business case evaluation | benchmarking target & performance metrics (cost, schedule, safety, operability) | organizational effectiveness | staffing assessment | resource model evaluation | project closeout evaluation | construction readiness evaluation | team functionality assessment

Quantified project risks as a statistician proficient in:

- comparative analytics
- normalization and benchmarking
- parametric statistical techniques
- regression modeling
- large and small datasets
- Stata, Excel, Access, SPSS, JMP
- data visualization & pattern recognition

Planned, executed and delivered 2016 annual conference of the Industry Benchmarking Consortium (IBC)

- Controlled US\$1.5 million budget and optimized margin by 25%
- Reported directly to CEO
- Managed interfaces between and across c-suite leadership positions, business area managers, and functional directors
- Responsible for client management, research study management (4 research studies, each with +/- \$100K budgets), logistics, content development, marketing, content delivery.
- Converted multiple workflows from analog/manual to digital/web-based
- Managed 40+ client delegations and company memberships including:
Alyeska Pipeline, Arkema, AstraZeneca, BP, BHP Billiton, Borealis, Bayer, Cargill, Covestro, Chevron-Phillips Chemical Company, Chevron, CNRL, Dow, Duke Energy, Dominion Energy, Entergy, ExxonMobil, Ferring Pharmaceuticals, FMC, Freeport McMoRan, Flint Hills Resources, Koch Industries, Genentech, Georgia Pacific, Honeywell, Invista, Johnson & Johnson, Kellogg, Linde, Marathon, Merck, Motiva, Monsanto, Newmont, OMV, Petronas, Petrobras, Praxair Repsol, Shell, Sasol, Southern Company, Southern California Edison, Statoil, Statkraft, Suncor, Syncrude, Tesoro, Unilever, Vale, Williams, YPF

Managed and optimized corporate summer internship program

- Responsible for hiring, orientation, program design, training, & personnel management

Engagement leader for two tier 1 clients: British Petroleum (BP) and Williams Companies

- System-level analysis and recommendations and work sequencing for improvement initiatives
- Coordinated global consulting engagements and services (proposal development through quality tracking)
- Supported the effective integration of data and metrics for statistical quality control of the capital delivery system
- Responded to client research requests and innovating new solutions as needed

Delivered PMP-certified training and project management courses (both public and in-house) through IPA Institute
“Project Management Best Practices” | “Project Management Best Practices: Small Projects” | “Gatekeeping and System Governance”

Planned, executed and delivered a major multi-client research study with key operators in Canadian oil sands
Alberta's first industry-sponsored research study of capital investments through projects to develop oil sands tailings management systems. The key findings from the research study included a cost-capacity model for benchmarking the base capital cost, and root cause analysis of ineffective investment in tailings management assets.

- Controlled US\$200,000 budget and managed functional leads on research team
- Managed research study through development of research questions and hypotheses through results presentation

AIIESEC – Chapel Hill, NC, USA.

World's largest student-run organization matching student talent to short-term resource needs at small, medium and large size businesses through cross-university global exchange.

Business Development Manager

2010 – 2012

Noteworthy achievements:

- Lead team of young professionals in active sales & marketing of international AIIESEC exchange internships
- Increased AIIESEC Chapel Hill's sales by 150% in 2011

INSEAD – Singapore, Singapore.

French university delivering post-graduate education and executive education in global business management.

Market Research Analyst

2009 – 2009

Noteworthy achievements:

- Led segmentation portion of global marketing intelligence project: open enrollment executive education courses
- Reported directly to Chief Marketing Officer (CMO)

PUBLICATIONS & SPEAKING ENGAGEMENTS

2015 Tailings and Mine Waste Conference, “*Oil Sands Tailings Management: Low Return, Business Critical.*”

Industry Benchmarking Consortium (IBC) 2015: “*Main Metrics and Company Performance*”

Industry Benchmarking Consortium (IBC) 2015 North America Roadshow

Industry Benchmarking Consortium (IBC) 2015 European Roadshow

2015 Tailings and Mine Waste Conference: “*Low-Return, Business Critical*”

Industry Benchmarking Consortium (IBC) 2016: “*Main Metrics and Company Performance*”

FORMAL EDUCATION

University of North Carolina at Chapel Hill

2012, B.A. Linguistic Analysis, minors in Chinese Language and Creative Writing

University of North Carolina at Chapel Hill: Kenan Flagler Business School

2011, Business Essentials Scholarship

LANGUAGE PROFICIENCIES

English, French, Chinese (Mandarin), Spanish

OTHER EMPLOYMENT HISTORY

Pulse Nightclub: Chapel Hill, NC, USA. Position: Bartender 2011-2012

Port City Java: Southport, NC, USA. Position: Barista 2008

Hampton Inn: Southport, NC, USA. Position: Guest Services Representative 2008

Edibles Incredible: Herndon, VA, USA. Position: Executive Assistant 2007

Starbucks: Leesburg, VA, USA. Positions: Barista (1 year), Shift Supervisor (1 year) 2005-2007