

CHRISTOPHER G. BENAVIDES

PROJECT, PROGRAM & PRODUCT MANAGEMENT LEADER

Enterprise Transformation | Workforce Management | Operational Excellence

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Florida, USA / Rio de Janeiro, Brazil | Dual U.S.-Brazil citizen | Authorized to work in the U.S. and Brazil

Professional fluency in English, Spanish and Portuguese | Enterprise delivery across North America and Latin America

PROFESSIONAL SUMMARY

PMP-certified project, program and product management leader with 10+ years across enterprise IT, workforce management, retail, manufacturing and supply chain. Experience at Accenture, Macy's, Target and Walmart spans systems implementation, operational improvement and digital products. Combines multimillion-dollar budget oversight, executive alignment and cross-functional leadership with hands-on systems integration, Python automation, Power BI and full-stack software development. Leads initiatives from business case and product roadmap through implementation, adoption and measurable business outcomes.

CORE LEADERSHIP AND DELIVERY EXPERTISE

Project and program delivery: Scope, budgets, schedules, dependencies, risk, vendors, RFPs and financial outcomes.

Leadership and governance: Cross-functional workstreams, executive reporting, steering committees and change adoption.

Product management: Business cases, roadmaps, requirements, prioritization, PRDs, MVPs, launch and adoption.

Enterprise transformation: UKG Pro WFM; HRIS/HCM, payroll and ERP integrations; migration, UAT, cutover and hypercare.

Operational excellence: Workforce forecasting, scheduling, labor standards, multi-site operations, analytics and automation.

PROFESSIONAL EXPERIENCE

Accenture | NA and LATAM | Remote

2024 - Present

Principal, WFM Delivery Lead (Project Manager) - Workforce Management Technology Practice

- Lead enterprise WFM and payroll transformation for Fortune 500 manufacturing and retail clients within an **\$85M transformation portfolio**; align HR, Finance, Legal, Labor Relations and Operations on scope, delivery priorities, compliance and workforce requirements.
- Direct UKG Workforce Central-to-Pro WFM and WorkForce Software programs from discovery through hypercare; coordinate requirements, labor rules, CBAs/MOUs, integrations, testing and operational readiness.
- Led modernization across **10 countries** covering approximately **140K frontline employees**, reducing payroll errors 32%, lowering compliance incidents 21% and improving time-to-schedule 28%.
- Lead payroll and HRIS integration and testing workstreams with reconciliation and variance controls; present delivery progress through steering committees and quarterly reviews in English, Spanish and Portuguese.
- Developed Python and low-code automation reducing targeted manual effort by up to **83%**; authored 20+ PRDs and launched 12 MVPs, with 8 scaled after pilot, improving feature adoption 14% and NPS 17 points.

Macy's, Inc. | Technology Division | Atlanta / New York

Mar 2022 - Jun 2024

Senior Program Manager / Senior Product Manager, Workforce Management and HCM

- Led vendor selection and the enterprise UKG Workforce Central-to-Pro WFM migration for **90K associates** across **700+ sites**, owning requirements, design, configuration, testing, change adoption, hypercare and managed-services transition.
- Managed a **\$14M capital budget**, 8 workstream leads and 120 FTEs; delivered Phase 1 on schedule and **6% under budget** through scope, dependency and integration-risk control.
- Migrated **2.1 TB** of workforce data into UKG Data Hub and delivered **50+ integrations** with SAP HR, ADP Payroll, POS and Azure Data Lake at **less than 0.5% reconciliation variance**.
- Authored pay-rule libraries and automated UAT scripts across **30+ jurisdictions**; passed a legal-led compliance audit with **zero findings**.
- Ran a 600-requirement RFP and license renegotiation, securing **\$4.2M in savings** and first-gate board approval; served as a reference client on three UKG pursuits influencing \$5M in partner-ecosystem sales.
- Built labor-forecasting and real-time KPI dashboards that cut schedule variance 18% and overtime costs by **\$9.5M annually**.

PROFESSIONAL EXPERIENCE CONTINUED

Ross Stores, Inc. | Dublin, CA

Nov 2021 - Mar 2022

Senior Manager, Store Operations and Industrial Engineering

- Directed the Cassida cash-and-coin counter hardware program across multiple sites, coordinating vendor negotiations, budgets, lifecycle and supply forecasting, SOP redesign, training and field communications, including deployments in Hawaii and Guam.
- Led StandardsPro labor-standard improvements across approximately **2,000 stores** using Lean Six Sigma, MOST and time-and-motion methods; increased productivity 10%, reduced cycle times 15% and improved process adherence and task completion 20%.
- Built the company's first Power BI self-checkout labor model, improving checkout speed 10% and reducing wait times 15%; defined requirements, vendor criteria and integration strategy for an RFID evaluation with stakeholders and Wipro.

Deliverr, Inc. | Acquired by Shopify | Atlanta, GA

Sep 2021 - Nov 2021

Operational Excellence Manager, 3PL Fulfillment Network

- Managed **16 partner 3PL fulfillment centers** and a regional parcel sort center across the Southeast, establishing operating standards and cross-site performance benchmarking.
- Led a Logiwa WMS integration and inventory-labeling improvements that reduced **lost-inventory incidents 35%**; translated field feedback into product-roadmap priorities.

Target Corporation | Minneapolis, MN

Aug 2020 - Sep 2021

Senior Manager, Store Operations and Replenishment Systems

- Led inventory-system improvements, including an Unlocated workflow and advanced modeling, that reduced **inventory discrepancies 40%** and improved real-time visibility across the store network.
- Designed training and system adoption for **2,000 stores**, improving operational efficiency 25% and reducing out-of-stocks 30%.
- Developed a macro-enabled inventory-correction tool reducing lead time by more than 60%, plus an administrative utility reducing item-order-eligibility lead time by more than 90%.

Target Corporation | Minneapolis, MN

Jul 2019 - Aug 2020

Senior Process Engineer, Enterprise Operations

- Co-led and mentored Operational Excellence managers across **25 regional distribution centers**, delivering **\$15.6M in annualized savings** and training teams in statistics, Excel, Minitab and data visualization.
- Engineered time-study and rate-modeling tools for labor-standard adherence across supply chain and stores; co-created an enterprise Operational Excellence toolkit consolidating more than 40 tools.

Walmart eCommerce | San Bruno, CA

Jul 2018 - Jul 2019

Operational Excellence Manager, U.S. Fulfillment Network Operations

- Led outbound benchmarking across five sortable fulfillment centers, identifying network practices supporting **\$78M in ROI** and the lowest variable cost per unit.
- Built VBA time-study and cost-per-unit tools, seven outbound process maps and 5S pack-station layouts; led picking and packing improvements generating **\$14.85M in annualized savings**.

Independent Software Products | Remote

Sep 2017 - Present

Founder, Product Manager and Full-Stack Software Engineer

- Evolved the VBA time-study tool built at Walmart into Time & Motion Study, a labor-standards app with real-time statistical analysis and CSV/JSON export; portfolio of three productivity apps across iOS and Android exceeds **1M cumulative users**.

SELECTED CONSULTING PROJECTS

Aerospace Composites Malaysia | Boeing / Hexcel Joint Venture

Jan 2017 - Feb 2017

MBA Project Consultant, Process Engineering | Kedah, Malaysia

- Analyzed composite-manufacturing operations and RFQ estimation with a five-person team; consolidated seven commercial-data workbooks into a VBA master database and automated quote-entry tool.
- Reduced RFQ estimation lead time by **more than 40%**, improving consistency and use of historical labor-hour and material data for manufacturing estimates.

Esquel Group | Ho Chi Minh City, Vietnam

Dec 2016 - Apr 2017

MBA Project Consultant, Industrial Engineering and Automation Strategy

- Developed three automation evaluation tools for apparel manufacturing, covering quality, cost, savings and Process Failure Mode and Effects Analysis (PFMEA); reduced application and evaluation lead time by **more than 15%**.
- Automated the employee exit-interview survey and created a data workflow for analyzing workforce turnover trends and correlations.

Johnson & Johnson | Medical Devices | Kuala Lumpur, Malaysia

Aug 2016 - Jan 2017

MBA Project Consultant, Logistics and Supply Chain Engineering

- Diagnosed 40-50% consignment-inventory loss representing more than **\$1.28M in annual exposure**; mapped the process and surveyed 80+ stakeholders across Supply Chain, Finance, Sales and hospitals.
- Built a consignment-risk tool, proposed a specialist role, designed a Figma mobile-app prototype and evaluated RFID and inventory-management options.

EDUCATION AND RESEARCH

Yale School of Management, Yale University: Master of Advanced Management (MAM), May 2024

Asia School of Business in collaboration with MIT Sloan: Master of Business Administration (MBA), Apr 2018

MIT School of Engineering: Certificate, Model-Based Systems Engineering, Jan 2017

MIT CSAIL: Participated as a researcher in the 1st Summer School on Cognitive Robotics.

Florida State University: B.Sc., International Affairs and Urban/Regional Development (GIS), May 2015

CERTIFICATIONS

Project management: Project Management Professional (PMP), PMI, Jun 2026 - valid through Jun 2029; Certified ScrumMaster (CSM), Scrum Alliance; Certified Scrum Professional - Product Owner (CSP-PO), Scrum Alliance, Jul 2026.

UKG and process engineering: UKG Pro Workforce Management Forecasting Certification, Jun 2025; Lean Six Sigma Black Belt (ICBB), IASSC, Oct 2024; MOST Work Measurement; Lean Manufacturing.

Cloud and AI: Google Cloud Digital Leader, May 2024; Reinvention with Agentic AI, Accenture, Jun 2026.

TECHNOLOGY AND METHODS

PMP/PMBOK; Agile/Scrum; Lean Six Sigma; DMAIC; Jira; Confluence; Smartsheet; SharePoint; Visio; Lucidchart; UKG Pro WFM / Dimensions, Workforce Central and Data Hub; WorkForce Software; StandardsPro; Blue Yonder; Oracle Cloud HCM; SAP HR and ADP Payroll integrations; Logiwa WMS; Power BI; Tableau; Excel; Minitab; Python; SQL; VBA; Figma; AWS; GCP; Azure; GDPR/LGPD; AI-assisted and low-code automation.

PUBLICATION

Author, [Time & Motion Study: From Stopwatch to Smartphone](#) (2026). An Industrial Engineering Guide to Work Measurement, Labor Standards, and Operational Excellence in Retail and Manufacturing. Paperback, Kindle and hardcover.

Localized editions: [Latin American Spanish](#) | [European Spanish](#) | [Brazilian Portuguese](#) | [German](#) | [Italian](#)