

TED HANAWALT
GLOBAL PLANNING AND STRATEGY DIRECTOR
PORTFOLIO STRATEGY AND ENTERPRISE TRANSFORMATION LEADER

20+ years of Automotive Industry experience with expertise in the following:

Delivery of enterprise transformation strategies

- Delivered strategic road map to transform General Motors to a zero-emissions vehicle portfolio
- Developed zero emissions commercial vehicle strategy for General Motors

Portfolio transformation in alignment with business strategies

- Led strategy development and roll out of GM's electrified full-size trucks
- Led strategy development for GM's zero emission performance vehicles

Transformation and Overhaul of Corporate Planning and Strategy functions

- Re-structured GM's innovation process to increase focus and accelerate concept evaluation
- Re-vamped GM's Long Term Forecasting team through employing lean principles and data analytics, recruitment and mentoring of top talent, and leveraging methodologies through academic work

General Motors

Director of Portfolio Planning & Market Research

Warren, MI - Mar 2022 to present

- Selected by the VP of Product Planning to lead planning, market research, product research, and consumer insights teams for South America, Middle East, Europe, Africa, and Asia (ex China) - \$5M direct research budget and 60 member team
- Derive customer insights to drive battery electric vehicle adoption in emerging markets to support over \$1B in new product programs
- Define emerging market strategy to combat increased competition from Chinese import

General Motors

Director of Vehicle Portfolio Strategy, Advanced Transportation Concepts Planning

Warren, MI - Jan 2019 to Mar 2022

- Selected by Vice President of Product Planning to lead strategic decision-making and portfolio management for future battery electric, fuel cell, and autonomous transportation products and services within annual \$8B capital and engineering budget
- Defined the core pillars of the company, recommended push into software services, and defined strategic road map for pivot into electrification
 - Strategy reviewed and approved by GM Board of Directors
- To address electric vehicle startups threatening GM's core business of full-size trucks, led strategy development and roll out of electrified full size trucks. Hummer EV and Silverado EV approved for production (> \$1B in investments)
- Led a cross functional team to address the uncertain future of performance vehicles as the automotive industry pivots to electric propulsion. Lead entries defined and approved for development by senior leadership (> \$1B in investments)
- To support significant growth of electric propulsion in the Commercial Vehicle segment, led a cross functional team to develop a zero emissions commercial vehicle strategy for GM. Strategy approved by senior leadership and Lead entries approved for development (> \$1B in investments)
- Transformed innovation process to increase focus and accelerate concept evaluation

General Motors

Director of Vehicle Strategy, Forecasting and Analytics

Detroit, MI - Aug 2016 to Jan 2019

- Promoted to lead long term forecasting team producing consistent, credible, and analytically-driven customer data analysis to drive bi-annual long-term business plan forecast for 9M units of vehicle sales and \$150B in revenue
- Employed lean manufacturing principles to modernized General Motors Long-Term Forecasting into a world-class organization by rooting out waste, employing constructive confrontation and scientific methods, and driving a culture of continuous improvement
- Collaborated with Market Research, Design, and Marketing to prepare customer targets: including demographics, psychographics, and lifestyle descriptions
- Executed successful Opel Divestiture, with Corporate Development group (\$2.3B)
- Drove product planning and business case justification for the addition of the Chevrolet Bolt EUV to the product portfolio

General Motors

Senior Manager, Vehicle Strategy, Planning, and Forecasting – General Motors International

Singapore - Dec 2014 to Aug 2016

- Promoted to strategic position in SE Asia to define long-term portfolio strategy for 1M annual sales in Asia, Africa, and Middle East
- Key GM markets in Africa and Asia facing long term viability issues. Evaluated market and manufacturing viability of General Motors' operations in Africa, India, and Thailand, working with governments, consultants, and financial institutions and supported decision to end operations (\$500M annual savings)

ADDITIONAL ROLES

- **University of Dayton - School of Business Administration Adjunct Faculty (2021 – present)**
 - Statistics, Organizational Effectiveness, Operations Management, Technology & Innovation
- **Pennsylvania State University - Smeal College of Business Adjunct Teaching - MBA & Supply Chain Management (2018 – 2021)**
- **Frost & Sullivan – Principal Consultant (2013-2014)**
- **General Motors - Manufacturing Strategy & Lean Thinking, Manufacturing Engineering, Plant Floor Industrial Engineering, Propulsion Planning, Forecasting & Market Analysis (2001-2013)**
 - Due to rising labor costs in Korea and Canada, proactively proposed and implemented future manufacturing facility strategy for Canada and South Korea, leveraging a multi-attribute utility model for country location selection of \$500-\$800M manufacturing facilities
 - Executed over 40 lean manufacturing and throughput Improvement workshops at global powertrain facilities (US, Canada, Mexico, China, Poland)
 - Launched new engine at Tonawanda Engine (800 engines/day to 2800 engines/day)
 - Key member of merger team for GM-PSA Powertrain Alliance (\$2B in synergies)
- **Georgia Institute of Technology - Industrial & Systems Engineering, Research Assistant (2007)**
- **Accenture - Process Consultant (1998 – 2001)**

EDUCATION

STEVENS INSTITUTE OF TECHNOLOGY
PhD Systems Engineering (2020)

PENNSYLVANIA STATE UNIVERSITY, Smeal College of Business
Master of Business Administration (2013)

UNIVERSITY OF MICHIGAN, COLLEGE OF ENGINEERING/ROSS SCHOOL OF BUSINESS
MS Manufacturing Engineering (2001)
Tauber Institute for Operations

UNIVERSITY OF MICHIGAN, COLLEGE OF ENGINEERING
BS Chemical Engineering (1997)

UNIVERSITY OF MICHIGAN ROSS SCHOOL OF BUSINESS EXECUTIVE EDUCATION
Leading with Impact (2017)

PUBLICATIONS AND ACCOMPLISHMENTS

- Member General Motors Korea Board of Directors (2023 to present)
- Commencement Speaker Stevens Institute of Technology School of Systems and Enterprises (2023), Keynote Speaker IBF New Orleans (2018), University of Michigan Global Operations Conference (2017), Presenter at Automotiveworld Megatrends and IPQC Thermal Management (2014).
- Hanawalt, E. S. and W. B. Rouse (2017). "Assessing location attractiveness for manufacturing automobiles." *Journal of Industrial Engineering and Management* – Vol. 10, Is. 5, Pg. 817-852.
- Hanawalt, E. S. and W. B. Rouse (2010). "Car wars: factors underlying the success or failure of new car programs." *Systems Engineering* – Vol. 13, Is. 4, Pg. 389-404.
- C. Liu, W. B. Rouse and E. S. Hanawalt, "Adoption of Powertrain Technologies in Automobiles—A System Dynamics Model of Technology Diffusion in the American Market," in *IEEE Transactions on Vehicular Technology*, vol. 67, no. 7, pp. 5621-5634, July 2018.

ADDITIONAL INFORMATION

Skills: MS Office Suite (Excel, Access, PowerPoint, Teams), Tableau, Power BI

Community: General Motors MBA Mentor, GM Able

Interests: Travel, Ice Hockey