

## JAMES COKE

P.O. Box 1605  
Gig Harbor, WA 98335

253-851-7200  
james @jamescoke.com

### Experience Summary:

Management consultant, interim executive, and program/project manager. Typical roles include clarifying strategic vision, developing operational and investment plans, building and mentoring teams, and managing initiatives to completion. A history of successfully navigating complex diplomatic and cross-cultural relationships. An asset to organizations exploiting new opportunities and managing organizational transition.

- 40 years' combined business experience (Consultant, Entrepreneur, Line Manager)
- Global engagements (EU, Mongolia, Nigeria, USA / Canada, Vietnam)
- Variety of functional roles (Finance, IT, Marketing, Operations)
- Multiple industries (Healthcare, Banking & Finance, Manufacturing, Biotechnology)

### Education and Professional Credentials:

- BSc majors in Finance and Decision Science – University of Oregon (1985)
- Certified Production and Inventory Control Manager (CPIM) – APICS (1987-2008)
- Project Management Professional candidate (PMBOK curriculum) – (2001)

### Technical Skills:

- General Management: Strategic/financial planning, SWOT analysis, value proposition validation
- Project Management: Scoping, scheduling & planning, budgeting / cost tracking, risk management
- Operations: Process design/optimization (including LEAN, 6-Sigma, TOC, BPR/BPM)
- Procurement: Competitive evaluations, proposal preparation, negotiation, contracting
- Marketing & Sales: Market research, promotion planning, sales
- Language: Native English and conversational French

### Volunteer Work:

- Bridges of Love NW (2011-2023)  
Designed, developed, and presently supporting a case management system used in vetting, referring, and tracking services for social service clients in need. This multi-tenant system was written using the Alpha Anywhere framework, and continues to be utilized by non-profit agencies across the US.

### Websites:

- <http://www.jamescoke.com>
- <https://www.linkedin.com/in/jamesscoke/>
- <https://governance-consortium.com/about/>

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### Employment History:

**12/2021 – Present** Integrated Solutions Group, Olympia, Washington State  
Title: **Management Consultant (Solution Designer)**

- Joined a mid-size regional consulting firm to assist with the deployment of Microsoft D365 at the Department of Corrections (DOC) - Correctional Industries (CI).
- Worked with each of the CI business unit managers (e.g., Textiles, Transportation, Food Manufacturing) to identify best operating practices for a State agency operating as a competitive company.
- Worked with software technical teams to design best use of D365 for the business models including functional configuration and preparation of business data for load.
- Mentored a 'Business Solution Manager' team responsible for supporting users throughout the enterprise.
- Analyzed IT solution gaps and alternative systems and processes required to fill them. Documented relevant designs and deployment strategies.
- Supported the Project Management Office with implementation planning, work stream management, vendor contract oversight, and internal agency relations.

**01/1988 – 09/2021** Pacific Business Ventures, Gig Harbor, Washington State  
Title: **Sole Proprietor**

PBV was James' personal vehicle for freelance consulting work. Recent projects highlighted below.

- **2020-2021 – Managed Health Cost Sharing Plan (India):** Developing the business plan for a novel new health insurance product to be offered by coalitions of hospital-based care delivery systems.
- **2019 – Nutrigenomic products for Type II Diabetes (CARICOM):** Developed proposal for the Caribbean island governments to introduce an indigenous Phyto-Medical industry supporting NCD treatment.
- **2018 – Implementation of Cannabis law (WSLCB):** Interim project manager leading the turnaround of a troubled IT system for registering and monitoring Cannabis vendors in WA State.
- **2016-2017 – Revenue cycle turnaround (Sound Physicians):** Supported all aspects of problem analysis, business process reform, and IT remediation necessary to improve revenue cycle performance. Worked closely with a peer team at the outsourced billing vendor to address stalled claims and denials.
- **2014-2015 – Product Repositioning (Russell Investments):** Assisted the management team reposition the Russell Indexes brand including market research, product packaging, and leading new product development.
- **2015 - Agro-husbandry (Mongolia):** Evaluated prospects for investment in a butchery operation that would provide the world's largest supply of free range meat. Logistics were a significant consideration.
- **2012 – Hospital privatization (ITCC, Nigeria):** Developed the technology plan for a multi-hospital privatization including all telecoms, infrastructure, software, and supporting business processes.
- **Prior – Lead software designer (Yukon and Northwest Territory Governments, Canada):** Worked with CGI and Montage building enterprise software for administering Health and Social Service programs.
- **Prior - Operational improvement and process optimization consultant:** Sysco Foods, Hollywood Video, Pemco Insurance, Purolator Courier, Evergreen Bank, Portland Teachers Credit Union, Que Datawest.

**09/2007 – 11/2013** Algen Sustainables / Inst. Of Tropical Biology, Saigon, Vietnam  
Title: **Chief Executive Officer**

- Designed, obtained grant funding, and led all aspects of a biotechnology research and commercialization project in the Mekong Delta involving researchers from six nations.
- Secured an initial commercial contract with the MARS Corporation and established product export.

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- Elected to close company operations early per the Foreign Corrupt Practices Act rather than acquiesce to systemic local corruption.

**05/2001 – 10/2005**    Weyerhaeuser Company, Federal Way, Washington State  
Title: **Project Manager & Internal Supply Chain Consultant**

- Initially contracted to lead the company's supply chain technology initiatives and subsequently employed.
- Managed a project team responsible for designing and deploying enterprise supply chain inventory management planning practices in the Wood Products division. This included the selection and implementation of the Logility Voyager inventory planning software. Generated \$20 million inventory reduction benefit. Managed all aspects of project scope, budget, and schedule based on PMBOK standards.
- Conducted several internal consulting projects in support of the company's SAP deployment including root cause analysis of internal SAP Materials Management implementation, and feasibility assessment of using SAP's APO for inventory planning.
- Implemented Business Process Management (BPM) practices in support of SAP deployment including tool selection, methodology development, and resource acquisition. Trained and supervised 20 process analysts. Developed a comprehensive process reference model based on VCOR.
- Performed several internal studies for business units as a supply chain design subject matter expert.
- Contributed to the international Supply Chain Council workgroup on methodology convergence among SCOR, Six Sigma, and Lean.

**01/1997 – 01/2001**    Enterprise Automation Technologies, Calgary, Alberta  
Title: **Chief Executive Officer**

- Formed and grew this software development and professional services company. Responsible for most aspects of corporate management, product design, project management, and general consulting.
- Performed a variety of workflow automation engagements in partnership with Documax Enterprises.
- Directly supervised development, sale, customization, and implementation of enterprise social service software to Canadian territorial governments in the Yukon and Northwest Territories.
- Designed and prototyped peer-to-peer market-making software for the resource extraction industry.
- Technology assets sold to TradeRadius, Inc., requiring merger support for several months.

**03/1989 – 10/1996**    Medipay, Portland, Oregon  
Title: **Chief Executive Officer**

- CEO for a software development company providing enterprise healthcare applications to behavioral health providers and payers. Founded and grew the firm to 25 employees with full internal product development and support. Client/server software written in C++ and SQL.
- Responsible for all aspects of executive management and strategy development, product design, project management, and general consulting.
- Responsible for the design of a statewide data collection and reporting system for the State of Washington Department of Social and Health Services (DSHS) Mental Health Division in support of legislation creating County-based Regional Support Networks (RSNs). This was an extremely political and complex project.
- Directly supervised product sale, customization, and implementation for over 100 customers throughout North America. These included the behavioral health subsidiaries of United Healthcare, Travelers Insurance, and Blue Cross; and large providers such as Charter Medical Corporation.
- Sold the firm and related assets to a larger competitor.

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**02/1988 – 02/1989**      Management Technology Associates, Seattle, Washington State  
Title: **Senior Associate**

- Employee consultant at a regional Northwest consulting firm until its Seattle office was closed.
- Assisted in the development of a new consulting practice based on improving service management. Reviewed academic literature on service blueprinting, service execution best practices in various industries, and market research methodologies to design new consulting products.
- Participated in, or led consulting engagements in service and manufacturing operations at such Northwest firms as Paccar Parts, Bekins Storage, and Muzak. Wrote bar coding application prototype for Bekins.
- Served as interim general manager for small companies in turnaround situations. This required staff adjustments, implementation of cash and other financial controls, and negotiation with creditors.

**09/1985 – 02/1988**      Executive Consulting Group, Bellevue, Washington State  
Title: **Senior Associate**

- Employee consultant at a regional Northwest healthcare consulting firm.
- Participated in a variety of engagements for governmental entities including the State of Washington Office of Financial Management, Employment Security Department, and Washington State Patrol. Projects included strategic technology planning, software competitive selection, systems design, and technology implementation services.
- Coordinated financing for Washington State Patrol acquisition of a multi-million dollar automated fingerprint recognition technology. This represented a breakthrough method that allowed the state to make a non-collateralized acquisition that spanned biennial budget authority.

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### Publications:

- Coke, J. (2022) Values Based Commerce & the Social Contract, White Paper, Governance Consortium, 10 pages.
- Coke, J. (2022) Using Technology to Mediate Participatory Governance, White Paper, Governance Consortium, 8 pages.
- Coke, J. (2021) Reforming Weak States via the Social Contract, White Paper, Governance Consortium, 10 pages.
- Coke, J. (2020) Restoring Trust in Government, White Paper, Governance Consortium, 7 pages.
- Coke, J. (2007) Enterprise Process Improvement: A Business Process Management Framework, *White Paper, Pacific Business Ventures*, 32 pages.
- Coke, J. (1996) Integrating Behavioral and Medical/Surgical Data, *Journal article, Behavioral Healthcare Tomorrow*, Oct 1996, 5:5, pp. 73-76.
- Coke, J. (1996) James Coke's View – Electronic Medical Records, *Journal article, InfoConsultNews*, Jul/Aug 1996, 1:2, pp. 1-2.
- Coke, J. (1995) Integrating Behavioral Health Data into Medical/Surgical Care, *Journal article, The Gamut, Spectrum Health*, Nov 1995, 1:4, pp. 3-6.
- Coke, J. (1993) Automating Behavioral Health Stakeholder Linkages, *White Paper, Medipay Inc.*, Nov 1993.
- Coke, J. (1993) Government Reforms, Market Mandates and Trends in Behavioral Technology, *Journal article, Behavioral Healthcare Tomorrow*, Sep/Oct 1993, 2:5, pp. 21-26.
- Coke, J. (1992) Behavioral Health, Government Reforms and Contingency Planning, *Journal article, AAPPO Journal*, Dec. 1992 / Jan 1993, 2:6, pp. 13-17.
- Coke, J. (1991) A Vision for Information Flow in American Health Care, *White Paper, Medipay Inc.*, 11 pages.

### Presentations:

- Coke, J. (2005) Convergence of Process Improvement Methodologies, *Presentation, Supply Chain Council, Subcommittee on Methodology Convergence*, Feb 2005.
- Coke, J. (2003) Supply Chain Management Initiative at Weyerhaeuser Wood Products – A Case Study, *Presentation, APICS, Tacoma, WA*, Feb 2003.
- Coke, J. (1998) Automating Integrated Case Management in Health and Social Service Ministries, *Poster Session, International Medical Informatics Association 9<sup>th</sup> World Congress on Medical Informatics*, Seoul, South Korea, Aug 1998.
- Coke, J. (1995) Integrating Behavioral health into the Medical/Surgical Information System, *Presentation, International Medical Informatics Association 8<sup>th</sup> World Congress on Medical Informatics*, Vancouver, BC Canada, Jul 1995.

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Coke, J. (1992) The Information Requirements of Managed Care, *Presentation, Behavioral Healthcare Tomorrow Annual Conference*, 1992.

Coke, J. (1988) International Consumer Behavior, *Guest lecture, Seattle University*, 1988.