

COO / CHIEF TRANSFORMATION OFFICER (CTO) • Future of Mobility Industry Leader Catalyst & Disruptor of Breakthrough Solutions that Transform Consumer Experience & Drive Profitability

Trailblazer & Visionary Leader

Innovative and forward-moving leader with 28+ years of automotive engineering expertise grounded in a deep knowledge of business fundamentals. Pioneer with the know-how to navigate an industry ecosystem comprised of OEMs, dealers, and third-party, after-market, and automotive services key players.

Consumer-Fulfillment Strategist

Author of complex business cases designed to introduce innovative features that delight consumers, advance market share, and provide roadmap for future regulatory submissions.

Market-Leading Expert

Industry expert sought and hired to define Future of Mobility vision and strategy for Thirdware, EY, and Ford. Architect of complex business models that integrate connectivity, data analytics, automated functionality, and blockchain technology.

"Voice of the Company"

Recognized by *Automotive News* as a subject matter expert and awarded as one of "60 Who are Steering Self-Driving Vehicles." Extensive network in OEMs and Tier 1s, numerous start-ups, small companies, universities, and major technology companies.

CAREER HIGHLIGHTS

- Forged new connections valued at \$50+M in the first year.
- Drove global revenue from \$0 to \$20M in the first year.
- Reduced fuel economy costs by 10% and decreased launch costs by 50%.
- Conceived and architected Ford's overall vision for mobility and shaped the strategic response to societal, environmental, and economic challenges.

Signature Strengths

Strategic B2B Relationship Builder
Strategic Growth Planning & Direction
Revenue Generation & ROI
New Technology Sourcing

Consumer Experience Fulfillment
Regulatory Analysis & Compliance
Market Trend Analysis & Planning
Automotive Ecosystem Navigation
Multilingual in English, German, French

Shareholder-Value Focus
Marketing & Sales POV
Teambuilding & Mentorship
Industry & Media Spokesperson

EXECUTIVE SUCCESS & VISIONARY IMPACT

TRUECAR, HQ Santa Monica, California • \$350M Revenue • 650 Employees 2020–Present
Automotive pricing and information website for new and used car buyers with a network of over 15K TrueCar Certified Dealers.

CHIEF OPERATING OFFICER

Reports to CEO • \$250M P&L • 5 Direct / 180 Indirect Reports

Head of newly formed Solutions group (Dealer, OEM, Affinity Partners) accelerating next-phase business growth as a catalyst for innovation and an architect of the consumer experience. Drive operational effectiveness, resulting in revenue growth and healthy profit margins. Convey vision, strategy, and direction for pricing models, make/buy/partner assessments, creation of new revenue streams, go-to-market (GTM) plan, regulatory compliance, sales team optimization, and tactics for end-to-end customer experience.

THIRDWARE, Livonia, MI • Private 25 year old Company • 20% owned by Ford • 1K Employees 2019–2020
Multinational IT consulting firm headquartered in India, providing enterprise application solutions and services in the transaction, analytics, and collaborative solution layers. On track to evolve Thirdware as a Tier 1 partner with Ford and other OEMs on vehicle software development, machine learning, and distributed ledger technology (blockchain).

CHIEF TRANSFORMATION OFFICER

Reported to CEO • \$3M P&L • 4 Direct / 14 Indirect Reports

P&L owner of Emerging Technology Group leading transformation in AI/machine learning, blockchain, and IoT. Spearheaded new offering strategies and collaboration with start-ups. Leveraged strong connections with Ford and other industry leaders to accelerate growth and gain traction in a new space.

Achieved key milestones in the first year.

- Forged new connections, partnerships, and collaborations valued at \$50+M.
- Directed critical connected vehicle workstream for \$75M warranty savings at large OEM, resolving core issues for top 2 revenue vehicles launching in 2020. Orchestrated 3 teams comprised of 7 departments—data, analytics, and user interface tool—and provided a unified vision and direction to achieve goals.

- Responded to current COVID-19 challenges by partnering with 2 companies to offer innovative, nimble, and low-cost solutions for contact tracing and employee communication platform.

ERNST AND YOUNG (EY), HQ London, UK • \$36.4B Revenue • 250K Employees Worldwide

2015–2019

EXECUTIVE DIRECTOR – AUTOMOTIVE & TRANSPORTATION MOBILITY

Reported to Innovation and Transformation Leader • \$20M P&L • 8 Direct / 220 Indirect Reports • US, Canada, Mexico, Europe, Asia, and Australia

Led EY's mobility team, advising clients on the future of mobility and smart cities by integrating innovation, ecosystems, and strategic frameworks. Defined new mobility business models and scaled business for blockchain platform to host future mobility ecosystem. Key media and industry spokesperson credited for accelerating EY's presence in the mobility space.

Drove revenue from \$0 to \$20M in the first year.

- Procured \$3M funding and approval for investment in developing a cutting-edge Tesseract Blockchain mobility platform.
- Spearheaded a \$2M project to elevate an OEMs ride-share service. Wrote playbook, outlined a methodology for growth and expansion, created economic modeling tool, utilized analytics for optimizing routes, and improved fundamental business model.
- Captured the interest of pivotal EY sectors (Finance, Government, Energy, Real Estate, Healthcare) by outlining and speaking on implications of autonomous and electric vehicles and revolution of the transportation landscape.
- Co-authored significant thought leadership paper, "Remodeling for Mobility," shared at *Automotive News Europe Congress* and other events.

"Kristin led our early moves in mobility innovation. Having a deep background in automotive and digital innovation was a unique combination that enabled us to work with auto manufacturers, digital automotive platforms, and digital city/mobility initiatives as a thought-leading partner."

– M. Kanazawa,
EY, Innovation and
Transformation Leader

CHRYSLER (now FCA), Auburn Hills, MI • \$110.6B (2015) • 235K Employees Worldwide

2013–2015

DIRECTOR – FUEL ECONOMY / GREENHOUSE GAS / PROPULSION PLANNING & STRATEGY

Reported to VP of Global Powertrain / VP of Compliance • 12 Direct / 45 Indirect Reports • North America

Recruited to lead and restructure the propulsion strategy and planning organization, then moved to a newly created role to define Chrysler's fuel economy/greenhouse gas plan and strategy. Developed long-range propulsion strategy to meet future regulatory and customer needs. Assembled and analyzed technology trends with relevant vehicle strategies and powertrain offerings. Provided data to the government to guide the mid-term review process. Formally mentored and coached 143 women in Powertrain division.

Saved 10% on fuel economy and brought projected launch cost down by 50%.

- Developed a new engine program to meet future fuel economy requirements and ensure competitiveness.
- Initiated a dedicated modeling team to support multibillion-dollar decisions. Evaluated various scenarios to determine the lowest overall cost of compliance and tradeoff as well as a multimillion-dollar CO₂ credit purchase.

Developed long-range propulsion strategy to meet future regulatory and customer needs.

- Restructured team into 3 key areas and strengthened inter-company cohesion. Within 12 months, presented 5 strategic direction papers to the CEO and leadership team and implemented a new global process.

FORD MOTOR COMPANY (Ford), Dearborn, MI • \$140.6B Revenue (2013) • 199K Employees

1992–2013

GLOBAL PROJECT MANAGER – Blueprint for Mobility (2012–2013)

Reported to VP of Research / Chief Technical Officer • \$10M Budget • 2 Direct / 30 Indirect Reports • Global Reach

Promoted as dedicated definer of Ford's global Future of Mobility strategic plan. Conducted in-depth research, formed strategic partnerships, and interacted with Ford's leadership team. Proposed business models, products, and technologies to address key macro societal and environmental issues, including global gridlock.

Role Model & Mentor
Voluntarily served for 28 years as champion, advocate, coach, and mentor to hundreds of women engineers, providing support, empowerment, and encouragement throughout the career life cycle.

Architected Ford's overall vision on the Future of Mobility.

- Formed a global team comprised of 5 departments and implemented mobility "blitz" in London. Outlined value propositions as the basis for business case analysis culminating in 25 global mobility experiments announced at CES 2015.
- Launched 3 collaborative initiatives with technology innovation leaders, including IBM, Cisco, Qualcomm, Intel, Apple, and Google.
- Initiated 6 new mobility projects with the University of Michigan, MIT, and Stanford as catalysts to save the project investment.

GLOBAL PRODUCT PLANNING & STRATEGY MANAGER (2004–2012)**Reported to Director of Marketing/Product Planning • \$85M Budget • 8 Direct / 208 Indirect Reports • Global Reach**

Directed 3 planning and strategy functions, leveraging engineering skills, business acumen, marketing, and customer value.

Met goal of 40% Total Annual Rate of Return (TARR) on customer-visible revenue-generating features.

- Generated state-of-the-art features, including SYNC, keyless entry, multi-contour seats, Sirius satellite radio, SONY branded audio, next-gen capless fuel fill, signature Human Machine Interface (HMI), and MYKEY (programmable key). Conducted market research and led customer clinics and innovation sessions to define new customer features.

Saved hundreds of millions of dollars in outsourcing spend.

- Spearheaded integration of Rawsonville and Sterling plants into Ford powertrain. Worked with UAW on a plant-wide market test to determine commodities to outsource.

Strengthened research and advanced technology portfolio.

- Conducted advanced strategy development studies for Powertrain and led Executive Business Technology Reviews with top suppliers (12 annual reviews).

DIRECTOR – Ford / MIT Alliance (2002–2004)**Reported to Director of Research • \$3M Budget**

Enhanced the company's research portfolio to identify and create promising advanced technology opportunities and build new relationships between Ford and MIT. Also, led recruiting efforts at MIT career fair. Conducted candidate interviews, evaluated prospective hires, and recommended top picks to Ford teams. Led biannual meetings with VP "MIT Champion" at Ford.

POWERTRAIN ENGINEER, Dearborn, MI & Cologne, Germany (1992–2002)

Acquired 10 years of core engine experience, including 3 years as a cylinder-head component engineer. Spent 3 years in Cologne, Germany, becoming semi-fluent in German. Also, spent 2 years in the Ford Engine College Graduate Program.

- Promoted as the first female engineer in Ford of Germany.
- Launched 1999 4.0L engine at Cologne Engine Plant without plant-related concerns by implementing a new methodology for managing model year changes deemed as Best Practice.
- Earned distinction as the first woman on all-male company soccer league with 30+ teams.

Early Career: Disk Drive Manufacturing/Design Engineer, Digital Equipment Corp. • **MIT Intern Program**, Admitted to the distinguished multiyear summer program; completed Master's Thesis: *Factors contributing to stiction in high-performance disk drives.*

EDUCATION

MASTER OF SCIENCE & BACHELOR OF SCIENCE, Mechanical Engineering, minor in French; Master's Thesis: *Tribology*
Massachusetts Institute of Technology, Cambridge, MA

PROFESSIONAL ACCOLADES**Speaker and Panel Member**

Automotive News Europe Congress (Barcelona, 2017 & Munich, 2016) | *Automobility Conference* (2016)

Speaker

Stora Bildagen (Stockholm (2016) | *Automotive World* (2019) | *TU Automotive* (2018) | *U of M Automotive Futures Technical Series* (2019) | *Axis Tel Aviv Start-up Conference* (2020)

Podcast Guest

"The Future of Smart Mobility," *tuckerellis.com* (2019) | *Sveriges Radio* (Sweden, 2017) | "Helping Carmakers Remodel for Mobility," (*AutoBeat*, 2016)

Spokesperson

Reuters | Bloomberg | *Automotive News* | *Financial Times* | Featured in more than 20 publications, including *Automotive News* in print.

Judge

Global Automotive & Mobility Innovation Challenge (GAMIC) (2018) | MIT's "Drive It" competition (2016, 2017)

Award Recipient

Automotive News (2016): "60 Who are Steering Self-Driving Vehicles"

Active Member

Inforum
 Automotive Women's Alliance Foundation (AWAF)

RECENT BOARD & ADVISORY ROLES**Board Director**

Transportation Cost Recovery (TCR) Specializes in freight audit management.

Board Member

Michigan Council of Women in Technology (MCWT), Mentoring Committee

Planet M Board Directive to advance mobility initiatives and investment in Michigan.

ERB Institute, Ross School of Business & School of Environment and Sustainability, University of Michigan

Sustainable Mobility & Accessibility Research & Transformation (SMART), University of Michigan

MIT Alumni Board (elected to 3-year term)

Board Advisor

Road.Travel Start-up, provides end-to-end booking and options for road trips.

Parkofon Start-up, connects people to parking spaces for a flat-rate fee.