

# GRAY BATEMAN

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## SENIOR MANAGEMENT STRATEGIST / EXECUTIVE OFFICER

**Change Management | Business Transformation | Partnership Development | Enterprise Leadership**



Globally influential executive strategist and corporate advisor offering high-level expertise in operations, finance, strategy, business development, change management, and organizational transformation within rapidly evolving consumer-facing service industries rooted in start-up, turnaround, and rapidly changing environments. Credited with delivering desired results for highly engineered projects requiring deep understanding of critical business drivers across multiple markets and industries. A balanced thinker and thought leader able to offer fresh insights aligned operational strategy while motivating creative and data-driven, high-performing teams to achieve beyond expectation.

### Career Highlights & Notable Career Contributions

- ➔ **Executive Advisor & Strategist:** Significant experience delivering framework for organizational success, leveraging strong consensus-building abilities to offer solid advice that guides executive decision making.
- ➔ **Start-Up Divisional Leadership:** Translate corporate vision into regionally based operations to drive initial growth and ongoing profitability, including complete buildup of National Construction Division for OYO Hotels requiring development of all internal processes and procedures that ensured alignment for industry standards for national, state, and local codes.
- ➔ **Turnaround Champion, Change Agent & Consensus Builder:** A trusted management team builder and executive advisor capable of delivering buy-in, agreement, and alignment of large teams. Turned around an underperforming construction division from decline to double-digit EBITA growth, and in separate scenario, reversed continuous losses and to achieve 20% return on sales.
- ➔ **Process Improvement Design & Deployment:** Regularly transformed poorly performing business units by introducing cost-effective solutions enabling market growth and expansion.
- ➔ **Skills & Leadership Competencies:** Sales Development | Construction Management | Team Building | Project Management | Finance | Regulatory Compliance | Process Engineering | Logistics | Strategic Planning | Performance Management



### Executive Board & Leadership Experience

**2019 – Present • SWABTECH, INC.** | Texas / Louisiana / Arkansas

*An oil and gas well servicing partner.*

#### Executive Partner

Guided organizational growth from the ground up, building company from initial start-up phase with three employees to a recognized leader in oil and gas drilling development operations. Directed daily site reviews with rig managers and shop foreman to ensure on-time, on-budget execution of client-defined project operations.

- Sourced and negotiated purchase of \$MM oil field operations equipment, including infrastructure and supplies for seven workover rigs, a full-service repair and fabrication shop.
- Oversaw exponential organizational and client growth requiring expansion of staff from 3 to 36 team members.
- Enhanced employee productivity and worksite safety by implementing extension safety training and benchmarking that pre-emptively identified, isolated, and eliminated work hazards.
- Improved bottom-line profitability and overall performance through launch of production improvement programs tied to internal and external benchmarks for crew performance.
- Achieved continuous incident-free performance through development, administration and enforcement of procedures aligned with company, government, and OSHA guidelines for safety performance.

**2019 • OYO HOTELS • Dallas, TX**

*The world's fastest-growing hotel chain credited with pioneering the first full-stack technology-led hospitality network in the world. Currently operates 10K hotels in 20 countries with \$1.8B+ in funding from Softbank and Sequoia Capital.*

**Senior Vice President / Head of Transformation**

Implemented a variety of process improvements that significantly elevated overall organizational improvements in the areas of employee retention, workflow effectiveness, profitability, compliance, and customer conversion. Aligned operational standards with federal, state, and governmental standards. Worked collaboratively with stakeholders within business development, operations, ownership, and general management to facilitate ongoing, open-door communication via regular status meetings.

- *Reduced cost overruns by 30% following implementation of detailed financial cost tracking and recovery process.*
- *Delivered 88% close rate, directly resulting high-quality team members gained from redrafting of job descriptions.*
- *Transformed processes that increased conversion of unsellable rooms to sellable room nights, achieving 100% month-on-month increase in sellable rooms while reducing required staff by 30%.*
- *Expertly negotiated a 25% decrease in materials costs from national supply contracts and accounts.*
- *Implemented agile methodologies to reduce sellable room night conversion times by 50%.*
- *Slashed reimbursement expenses by 15% through deployment of mileage tracking software.*

**2016 - 2018 • CBRE GROUP, INC. • Houston, TX**

*The world's largest commercial real estate services and investment firm providing a complete spectrum of integrated asset and portfolio management expertise.*

**Senior Project Manager, Asset Services**

Owned relationship cultivation and retention, successfully overseeing 274 projects valued at \$168M. Elevated PMO effectiveness through implementation of standardized protocols and client service delivery processes. Led portfolio team in identifying critical process problems, implemented solutions and applied continuous improvement matrix to reduced errors. Inspired a productive, capable workplace through continuous improvements to workplace culture focused on amplifying talents and employee strengths.

- *Leveraged astute communication and commitment to client service to salvage fractured relationship with largest client account.*
- *Achieved highest ever vendor audit score following deployment of project tracking data capture system.*
- *Improved project efficiency, including a 10% decrease in project costs that proportionally improved client satisfaction.*
- *Strategically managed vendor RFP processes, implementing new requirements that reduced change requests by 40%.*
- *Rebuilt 100% of leadership team, focusing on RISE values as part of a strategic internal transformation.*

**2008 - 2016 • THE CROUSHE COMPANIES • Charleston, SC**

*A globally influential organization specializing in commercial/infrastructure project development, finance, electrical engineering, government contracting, and FF&E manufacturing throughout Asia, Europe, and the Americas.*

**CIS / MENA Director**

Completed 8+ year tenure of progressive and achievement and advancement with this international developer of commercial projects, government contracting, manufacturing and services. Oversaw a team of seven directors, responsible for delivering end-to-end project development, governmental relations, HR, finance, customer service, business development, sales and marketing, and R&D / engineering. Led management team in identifying and correcting critical problems; while reducing and streamlining overhead expenses, strengthening net margins, overhauling operating processes and systems, resolving quality and warranty issues, and differentiated product lines

- *Delivered year-over-year revenue growth of 5-7% and increased share of market in major accounts and strategically important international regions, including China, India, and Latin America.*
- *Facilitated and guided business unit leaders in formulating new vision and strategic direction that successfully repositioned division as a value-added, differentiated market competitor.*
- *Implemented TQM standards aligned with practical process improvements (PPI) and lean manufacturing best practices.*
- *Spearheaded change company-wide, establishing new strategic direction for amalgamated divisions (acquired companies and units), leading financial turnaround for operations at near-zero profitability, and building strong leadership team.*

*Earlier Experience:* Interim Director, Construction & Design at JHM; Senior Project Manager at Morganti Texas, Inc.; Owner/Operator at AccuTrak; General Manager at McVey & Associates.

**Education**

**BACHELOR OF ARTS IN BUSINESS SERVICES MANAGEMENT | WINTHROP UNIVERSITY - ROCK HILL, SC**