

Christine Heffernan

Senior Director of Strategic Initiatives, Regulated Industries

SAP America, Inc. | 1399 New York Ave, NW; Executive Tower Suite 800; Washington, D.C. 20005

christine.heffernan@sap.com | +1.610.633.2169

Christine leads strategic initiatives for SAP Regulated Industries, spanning federal, state & local governments, healthcare, higher education & K-12, aerospace & defense, and utilities markets. She oversees strategic portfolio planning for SAP's most complex industry requirements, drives leading-edge business development and new business models, and leads our highest priority cross-industry customer and partner engagements. She is an industry thought leader and innovation ambassador for SAP in Washington, DC.

Christine joined SAP as a Strategic Advisor to Healthcare Industry initiatives in 2014, bringing with her a decade of industry-insider experience. She led go-to-market efforts to bring SAP core solutions into the US Healthcare provider market, defining and driving strategy for cross-functional teams in product development, marketing/communications, presales, sales, services, and channels/partners. She leverages her strong, broad-based skillset in hospital operations—e.g., alignment of strategic initiatives, financial and operational performance planning/execution, and best practice enterprise information management—and her distinct expertise in hospital workforce productivity management, clinical practice variation and resource management, program and service line profitability review, and deployment prevention/wellness & population health management initiatives.

Before joining SAP, Christine was Managing Consultant for Hunter Partners, LLC, a healthcare-only executive consultancy firm providing end-to-end performance improvement services to US-based hospitals and health systems. For Hunter, Christine managed analytics for strategic performance improvement—helping to identify \$235 million in cost reduction and revenue growth opportunities for five health systems across the nation—and merger-acquisition evaluation engagements. Before her work with Hunter, Christine served as an in-house consultant to Mercy Health System of Southeastern Pennsylvania, supporting enterprise-wide strategic planning, operations, programs and services development, and prevention/wellness initiatives.

Christine holds a Master's Degree from Duke University's Fuqua School of Business; in the Cross-Continent MBA program, she studied general business management, entrepreneurship and new venture management, and the impact of culture on business strategy and operations in 6 countries across 3 continents. She holds undergraduate degrees from Villanova University.