

Consulting Services Leader with proven expertise in managing, growing and improving professional services and software implementation organizations. Extensive experience in leading diverse projects, managing client relationships, systems integration, PMO, resource management, financial management and operations at global software, technology, and consulting organizations serving clients in the manufacturing, distribution, CPG (consumer package goods), financial services, healthcare, education, and retail industries as well as the public sector. Fluent in Spanish and Portuguese.

Major clients served include Nucor Steel, Extended Stay America, Alberta-Pacific Forest Industries, Nabisco, American Home Products (now ConAgra Foods), IBM, Liz Claiborne, American Foods Group, and Schering-Plough (now Merck).

Scope of mastery includes:

- Professional Services Management
- Financial Management
- Systems Integration
- Solution Implementation
- Project Management & PMO
- Resource Management
- Business Development
- Process Improvement
- Six Sigma Black Belt

PANORAMA CONSULTING GROUP, Denver, CO

2016 - present

Director, Client Services

Lead consulting engagements to assist clients in the selection and implementation of integrated and best-of-breed enterprise resource planning (ERP) and other business support systems that address their design, sales, supply chain, manufacturing, field service, project management, finance, and human capital management needs. Prepare proposals and lead teams that define business and technical requirements, improve and streamline business processes, identify potential software solutions, develop IT strategies, select vendors, and negotiate contracts. Personally oversee implementations for largest clients in verticals that include manufacturing, distribution, consumer packaged goods (CPG), services, oil & gas, food & beverage, retail, and public sector.

HOUGHTON MIFFLIN HARCOURT (HMH), Denver, CO (travel & telecommute role)

2014 - 2016

Publicly held \$1.4B provider of interactive, results-driven education solutions to more than 50M students in more than 150 countries.

Vice President, Professional Services

Led the implementation of technology-enabled education solutions for school districts and state-level Departments of Education for the \$70M Professional Services arm of this educational content company. Drove the adoption and delivery of billable consulting services within a traditionally product-based organization.

- Managed a team of 40 employees delivering value-added implementation, project management, training, and support services that enable effective use of technology in the classroom. Worked with school districts to integrate the use of HMH content and assets with the school district's technology infrastructure.
- Oversaw the implementation of data warehousing and analytics systems that help state Departments of Education and school districts perform predictive and longitudinal data analysis on student and teacher data that drives policy decision-making.
- Implemented new processes and systems in the areas of time reporting, revenue and resource forecasting, and project profitability reporting that enabled practice margins to improve from single-digits to over 30%.
- Led the integration of resources, processes and technology stemming from the acquisition of a data analytics software company.

ACI WORLDWIDE, Denver, CO (travel & telecommute role)

2012 - 2013

Publicly held \$800M provider of technology solutions that power electronic payments for financial institutions, retailers and processors around the world.

Director, Services - Americas

Managed an international group that implements and supports payment solutions in major banks, ATM/POS networks, and retailers.

- Led a \$12M practice of 50 employees throughout the Americas engaged primarily in the implementation of complex payment transaction processing, online banking and fraud prevention solutions. Services included software extension and customization using both Waterfall and Agile development methodologies.

- Reviewed projects with client executives, ensuring delivery of milestones as agreed and per client expectations. Managed project escalations and resolved issues as required.
- Established a regional operations team to drive operational improvements in billable utilization (+4 points), time-to-contract (30% reduction in project estimating time), and on-time/on-budget delivery of projects.
- Structured complex software license, maintenance and implementation contracts to optimize revenue recognition. Restructured an existing contract to allow in-year recognition of \$1M in services.
- Teamed with Sales organization to drive new Services business, typically consisting of projects from \$200K to \$2M. Drove sales of 6- and 7-figure change orders to extend scope of services.

THE TRIZETTO GROUP, Greenwood Village, CO

2009 - 2012

Privately held \$550M provider of software and services to healthcare insurers (payers). TriZetto on-premise and SaaS solutions touch more than half the insured population in the United States.

Vice President, Consulting Services

Managed consulting practice focused on the implementation of TriZetto claims, care and network management solutions for healthcare insurance clients.

- Directed over 350 employees generating \$130M in eight practice areas providing advisory, implementation, project management, and training services.
- Responsible for all aspects of service delivery, capacity planning and project/resource/revenue forecasting. Expanded the employee base by 25% in one year to meet practice growth and customer demand.
- Led the development of a single project management methodology incorporating best practices obtained from various acquired organizations. Implemented a new resource management system that enabled utilization rates of approximately 80%.
- Collaborated with Sales and Product Management in the development of services offerings to assist clients with HIPAA 5010 and ICD-10 regulatory changes, enabling a \$10M order pipeline after 6 months.

UNISYS CORPORATION, Boca Raton, FL

1994 - 2009

Publicly held \$5.2B global provider of information technology services and solutions to commercial and public sector clients. Recruited to help transform this traditionally hardware-based company to a services-led provider.

Managing Principal, Latin America & Caribbean Region

Promoted to this regional position after successfully leading the technology consulting practices in Mexico and Brazil. Led financial and operational planning and management, proposed and priced projects, supervised contract delivery, managed client relationships, and continuously improved operations. Drove regional recruiting, training and professional development, project staffing, and performance management.

- Delivered annual services revenue up to \$120M derived from systems integration projects for mission-critical applications, including ERP, and outsourcing contracts. Managed professional staff located in 11 countries throughout the region.
- Improved consultant utilization levels from 71% to 80%, contributing \$6M per year to profitability.
- Established a PMO for the region. Structured proposal and project quality assurance reviews that led to a reduction of 55% in problem projects over two years.
- Contributed to company-wide revenue enhancement and cost reduction initiatives. Applied Six Sigma Black Belt certification and process analysis skills to increase orders at global large accounts (+42% over two years), reduce worldwide labor costs through global workforce planning (\$19M benefit), and implement improved project staffing processes (\$3M additional revenue).

Principal, Mexico and Brazil

Led systems integration consulting practices, overseeing up to 300 professionals. Increased annual services revenue from \$5M to \$11M in Mexico and from \$15M to \$23M in Brazil.

- Shifted the portfolio of projects from low-value technical support and staff augmentation assignments to higher-value systems integration projects, improving project margins by an average of 11 points.
- Implemented change management processes that increased add-on revenue from existing projects from virtually zero to 10% of billings.
- Renegotiated contracts for troubled projects, avoiding losses of close to \$1M on one contract.

ADDITIONAL RELEVANT EXPERIENCE

ACCENTURE, New York, NY and Florham Park, NJ

Senior Manager

Sold, led and participated in the delivery of systems and management consulting engagements in the areas of supply chain, ERP, finance, and HCM for a variety of Fortune 500 clients with a concentration in Consumer and Industrial Products.

EDUCATION, CERTIFICATIONS & LANGUAGES

Master of Science (MS), Management Engineering, Rensselaer Polytechnic Institute, Troy, NY

Bachelor of Science (BS), Management Engineering, Rensselaer Polytechnic Institute, Troy, NY

Certified Six Sigma Black Belt

Trilingual English, Spanish and Portuguese