IMPROVE
your company's bottom line

HP Industry Consultants
HP Technology Consulting

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Welcome to the HP Industry Consultants brochure.

In today's technology-intensive world, your ability to grow and innovate depends on how effectively you leverage IT resources. Because technology can be complex and confusing, it pays to have a consulting partner with a deep understanding of how technology can help you respond quickly to business and stakeholder demands.

HP has invested heavily in our technology consulting capabilities to address what our clients need now, including hiring some of the industry's best. We understand that, above all, it's the depth of our expertise that differentiates us as technology consultants.

We hope you will appreciate the unmatched talent these professionals have to offer. And while our consultants have unique backgrounds, they also share common traits, including experience with complex, global projects; accountability for delivering results; and expertise across multiple industry and technology domains.

We believe that only in HP will you find a partner with our combination of global presence, deep technology expertise, solid track record of successful transformational projects, breadth of innovative solutions, and ability to design and manage it all.

We look forward to putting these strengths to work for you.

Best regards,

Arthur Filip
Worldwide Vice President and General Manager
HP Technology Consulting
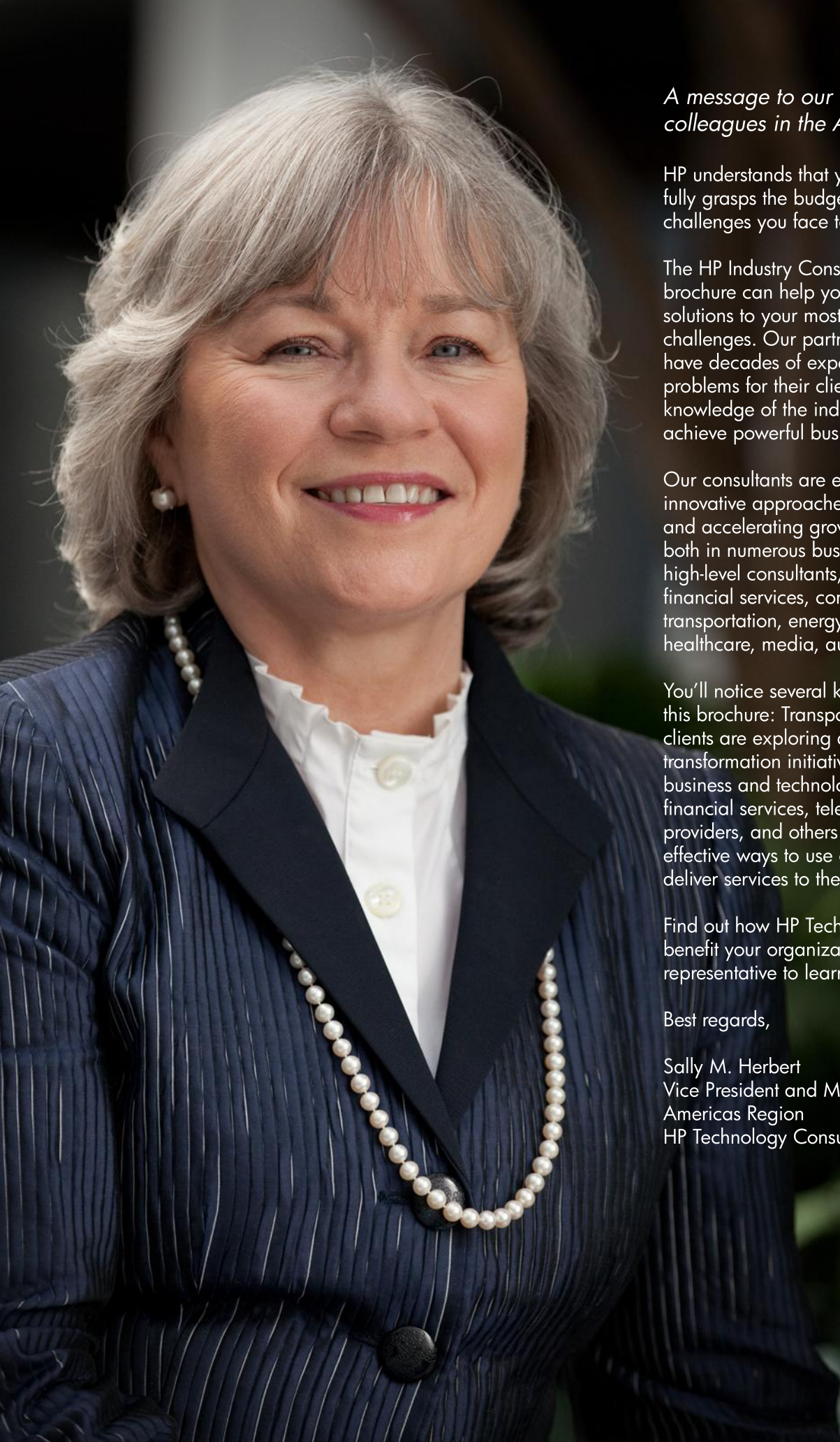
A message to our clients and colleagues in the Americas.

HP understands that you need a partner who fully grasps the budget and service challenges you face today.

The HP Industry Consultants featured in this brochure can help you identify effective solutions to your most pressing business challenges. Our partners and principals have decades of experience solving business problems for their clients, leveraging deep knowledge of the industries they serve to achieve powerful business outcomes.

Our consultants are experts at developing innovative approaches for decreasing costs and accelerating growth, having worked both in numerous business enterprises and as high-level consultants, in industries spanning financial services, communications, transportation, energy, manufacturing, healthcare, media, automotive, and more.

You'll notice several key themes throughout this brochure: Transportation and energy clients are exploring data center transformation initiatives to support their business and technology strategies, and financial services, telecommunications providers, and others are exploring the most effective ways to use cloud computing to deliver services to their customers.

Find out how HP Technology Consulting can benefit your organization. Contact your HP representative to learn more.

Best regards,

Sally M. Herbert
Vice President and Managing Partner
Americas Region
HP Technology Consulting

A message to our clients and colleagues in Europe, the Middle East, and Africa.

At HP Technology Consulting, our goal is to create meaningful partnerships with HP's major clients. Our experienced consulting partners have the deep domain expertise to understand your industry and how infrastructure solutions enable companies like yours to compete successfully.

Each of the consultants featured in this brochure has decades of experience implementing effective solutions to their clients' most pressing business challenges. They leverage deep industry knowledge, combined with local and cultural understanding, to achieve powerful business outcomes.

Every HP consultant has the broad expertise developing innovative approaches for reducing costs and accelerating growth that comes from working on both client and consulting sides of the business. Their industry experience includes financial services, communications and media, the public sector, manufacturing and distribution, automotive, and more.

HP Technology Consulting can help your organization benefit from our global presence and technology leadership, as well as our consultants' understanding of your industry. Contact your HP representative to learn more about how you can benefit.

Best regards,

Michael Vasicek
Managing Partner
Europe, the Middle East, and Africa Region
HP Technology Consulting

A message to our clients and colleagues in Asia Pacific and Japan.

Customers in Asia Pacific are looking for a technology partner who understands their business issues and provides them with innovative solutions that result in better business outcomes. At HP Technology Consulting, Asia Pacific, our consultants have tremendous experience across a variety of industries, with the proven expertise that comes from having designed, developed, and delivered large, complex transformational IT projects.

In this brochure, we highlight the HP industry consultants who can help you identify innovative and effective solutions to your business challenges. Our consulting partners and principals have decades of experience solving business problems for their customers, leveraging in-depth industry knowledge acquired over many years of experience. Our consultants have achieved powerful business outcomes, including cost reduction, risk mitigation, and business volume growth.

You'll notice common themes and competencies throughout this brochure. Our featured consultants have deep domain expertise, broad experience executing business transformations and advisory services, and extensive thought leadership to the industry.

Only in HP will you find a partner with our combination of global presence, deep technology expertise, solid track record of successful transformational projects, breadth of innovative solutions, and the ability to design and manage it all.
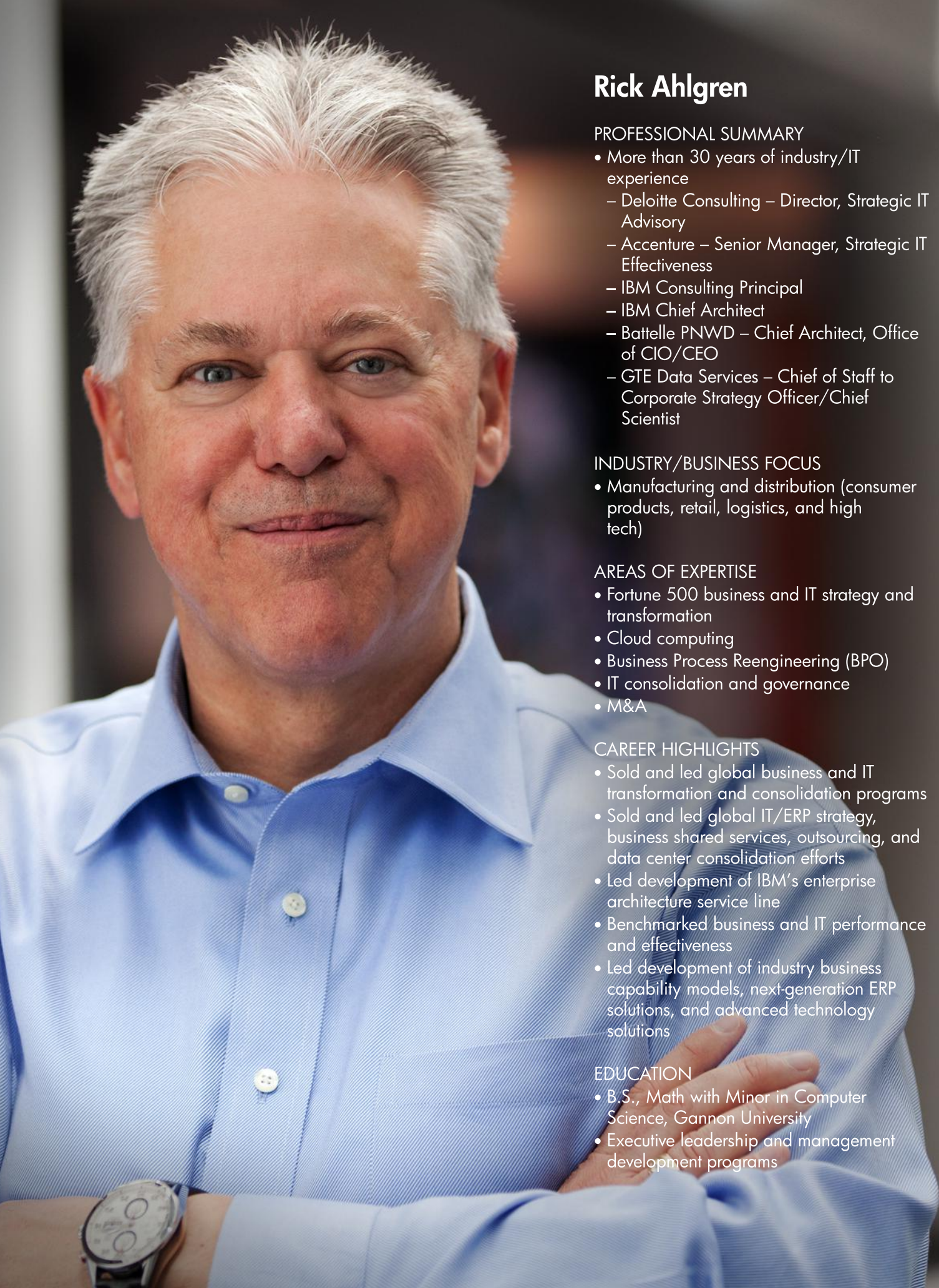
We would be delighted to help you explore ways to leverage IT for superior business results. Please contact your HP sales representative to learn more.

Best regards,

Mohan Krishnan
Vice President and Managing Partner
Asia Pacific and Japan Region
HP Technology Consulting

MANUFACTURING & DISTRIBUTION

Rick Ahlgren

PROFESSIONAL SUMMARY
- More than 30 years of industry/IT experience
  - Deloitte Consulting – Director, Strategic IT Advisory
  - Accenture – Senior Manager, Strategic IT Effectiveness
  - IBM Consulting Principal
  - IBM Chief Architect
  - Battelle PNWD – Chief Architect, Office of CIO/CEO
  - GTE Data Services – Chief of Staff to Corporate Strategy Officer/Chief Scientist

INDUSTRY/BUSINESS FOCUS
- Manufacturing and distribution (consumer products, retail, logistics, and high tech)

AREAS OF EXPERTISE
- Fortune 500 business and IT strategy and transformation
- Cloud computing
- Business Process Reengineering (BPO)
- IT consolidation and governance
- M&A

CAREER HIGHLIGHTS
- Sold and led global business and IT transformation and consolidation programs
- Sold and led global IT/ERP strategy, business shared services, outsourcing, and data center consolidation efforts
- Led development of IBM's enterprise architecture service line
- Benchmarked business and IT performance and effectiveness
- Led development of industry business capability models, next-generation ERP solutions, and advanced technology solutions

EDUCATION
- B.S., Math with Minor in Computer Science, Gannon University
- Executive leadership and management development programs

Rick Ahlgren

Rick Ahlgren brings a strategic business perspective to the use of information technology. He helps his clients get more for their IT dollar, become more strategically aligned, and achieve more powerful and competitive solutions relative to their industries.

Strong IT Foundation

Rick's diverse experience includes planning through implementation and a comprehensive understanding of information technology in a business context. Having started out in technical roles, including operations, support, development, strategic planning, executive-level IT positions, and CIO adviser, he knows IT—from strategy and planning through architecting and implementation.

Rick's IT interests include driving a tighter alignment between business and IT. Rick works on transformational programs that can have a high impact on the business with respect to growth strategies, operational efficiency and effectiveness, process improvement, and competitive differentiation.

> *"I think about how inflexible organizations' systems and processes are, and how inaccessible their information is in some cases. Companies need to be much more agile."*

More Than Just IT

Operating as a business and IT strategist, and also as a chief architect, Rick looks at the processes, systems and technology, governance, and structure for organizations that are undergoing change. Rick has a strong change-management background, and he helps his clients make change effective inside their organizations. He assesses the culture of companies and the organizational structures needed to position them on a path forward that considers all of the relevant elements, including the systems, applications, technology, and people.

Rick has deep experience executing IT transformation programs across multiple industries, including manufacturing, consumer packaged goods, financial services, and technology, as well as government work. He helps companies explore new market opportunities more efficiently through effective IT strategy, processes, planning, and architecture.

Understanding the Business

Rick's process includes recognizing the opportunity or need—along with the company's situation—before launching into solutions. The process is driven by a strong business case, first understanding the business, the situation, and the opportunity, and then considering what's feasible.

Rick sees more need than ever for companies to be more agile. Given the real-time nature of information, and the proliferation of mobile devices, customers—especially generations Y and Z—expect to interact with companies anytime, on any device, to get the information they need to make purchase decisions about products and services.

Some of the forces Rick sees affecting his clients' businesses in the immediate future include the impact of the cloud. He thinks managers should pay close attention to the role that IT plays in business, and how the global nature of the business environment will impact product and services delivery. He also sees significant opportunities in how companies execute mergers and acquisitions. M&A is an effective growth strategy for many companies. Putting IT systems in place quickly and efficiently allows them to gain the greatest benefits.

Frank Bloch

PROFESSIONAL SUMMARY

- More than 20 years of consulting and management experience with HP
  - Director and Managing Partner, Technology Consulting, Germany
  - Director and Sales Manager, Technology Services, Western Europe
  - Senior Manager and Delivery Lead, Consulting and Integration, Germany
  - Principal, Manufacturing and Distribution Industry
  - Principal, SAP Solutions and Applications Management
  - Principal, Business Intelligence and Data Warehousing
  - Consultant and Project Manager, IT Infrastructure and Business Intelligence

INDUSTRY/BUSINESS FOCUS

- Manufacturing and distribution
- Automotive
- Public sector

AREAS OF EXPERTISE

- Strategy development and execution
- Organizational design and implementation
- Business transformation and change management
- Program and project management
- IT strategy development
- Professional services

CAREER HIGHLIGHTS

- Built and led consulting organizations and practices
- Managed consulting and professional services businesses
- Trusted advisor for a major global automotive manufacturer in the areas of business intelligence and IT strategy

EDUCATION

- Computer Science degree, University of Applied Sciences, Ulm, Germany

Frank Bloch

Frank Bloch is a recognized authority on business transformation and program and change management, contributing thought leadership to both public- and private-sector organizations. Frank's energetic, positive mindset enables him to provide high-quality IT solutions to his clients' business challenges.

Frank is widely recognized in the industry for his strong customer orientation, leadership, and communication and motivational skills. He offers his clients a solid background in professional services, consulting services, and system integration services. He also brings the benefits of wide-ranging business management positions. Frank not only delivers bottom-line results to his clients as a consultant, he also helps them develop in-house IT expertise.

> *"In this business, you succeed by listening to your customers, asking questions, recognizing and rewarding outstanding contributions, and balancing short-term results with long-term strategy."*

Companies are undergoing constant transformation to agile and flexible "instant-on" enterprises. In this environment, Frank sees his role as driving the necessary transformation efforts for clients and enabling business growth and success.

IT Strategy
Frank helps his clients develop IT strategies that align with and support their business needs. Achieving greater business efficiency through IT allows clients to turn data into usable business information for more effective decision making and better information management, to help speed time-to-market—all based on industrialized IT infrastructure solutions that leverage state-of-the-art converged architectures.

Market Dynamics
Companies face an increasingly competitive global marketplace, characterized by shorter innovation cycles and faster time-to-market. Frank believes that success in this environment will require managers to focus closely on innovation, cost management, and service-oriented IT landscapes.

Frank also sees the need for more agile and flexible IT environments, including such innovations as IT-as-a-service, cloud computing, and hybrid computing.

IT Challenges
In today's marketplace, Frank believes that firms need to achieve greater IT agility, to align IT more closely with the speed of business. Other important considerations include managing security in cloud and hybrid environments; managing the flood of data and extracting useful information from it; and connecting customers, employees, and partners in a global environment.

Future Growth
In the marketplace of the near future, Frank sees the successful use of cloud and hybrid computing, converged IT infrastructures, and business intelligence—and the steady evolution toward mobile workplaces and clients—as the most important drivers of success. He helps his clients incorporate these elements into their current and long-term IT strategies.

Chary Chigurala

PROFESSIONAL SUMMARY
- More than 30 years of experience in industry and IT consulting
  - HP Consulting – Director, Transformation
  - EDS Consulting – Practice Principal
  - A.T. Kearney – Consulting Principal
  - Texas Utilities – Senior Manager, Strategic Planning
  - Australia and New Zealand Bank – Strategy Manager

INDUSTRY/BUSINESS FOCUS
- Manufacturing and distribution
- Financial services
- Oil and gas
- Public sector

AREAS OF EXPERTISE
- Business strategy
- Business Process Reengineering (BPR)
- IT transformation, strategy, and governance
- Shared services
- Outsourcing
- Mergers and acquisitions
- Competency-based organizational design

CAREER HIGHLIGHTS
- Led global IT transformation and strategy programs for large industrial corporations
- Led IT shared services, ERP implementations, and outsourcing projects
- Developed strategies for multiple mergers, acquisitions, and joint-venture programs

EDUCATION
- Bachelor of Engineering, National Institute of Technology, Warangal, India
- MBA, Australian Graduate School of Management, Sydney, Australia
- Management Accountancy, Calcutta, India
- Executive education in strategy, Harvard Business School, Boston, Massachusetts

Chary Chigurala

Chary Chigurala is a highly innovative consultant, bringing practical insights to designing and managing large transformational programs. He defines the "art of possibilities" with technologies and helps generate internal client buy-in and funding approval to implement game-changing programs. Chary is passionate about enabling business innovations through emerging technologies such as social networking and the convergence of mobile devices and the Internet.

Chary has broad experience in unique client environments across 14 countries in Asia Pacific and Japan. He can relate quickly to clients' complex business issues, drawing parallels to other client situations in which he has solved similar problems. These insights are invaluable in minimizing client risks.

> *"The challenges associated with technology changes are minor relative to those in forging agreement among business executives on making the right technology investments. I help my clients achieve consensus and drive major changes in their companies."*

Thought Leadership
Chary has the ability to comprehend complex market and business scenario changes, and articulate a powerful and compelling story in plain language. He develops strategic options that help his clients navigate uncertainties and minimize risks, thereby providing practical thought leadership.

Major Issues
Clients in finance, manufacturing, oil and gas, and the public sector have wide-ranging business and IT challenges. Chary looks for ways to help clients reduce costs and enhance productivity by taking quantum leaps rather than making incremental changes, helping them become more innovative with their IT budgets.

Chary helps clients understand how they compare with other companies with respect to innovation. He also helps them benchmark on a scale of in-house to outsourced IT so they can make deep structural changes to their organizations and achieve sustainable performance improvements.

Many of Chary's clients are expanding globally. One of the key issues he helps them address is determining how best to organize like a global company and achieve a level of IT effectiveness that allows them to expand effectively.

Market Dynamics
Chary's clients' market dynamics are characterized by decreasing product life cycles; fast changing business models as a result of IT operations moving to other countries; multiple regulations; and increasing focus on rapid consolidation, resulting in a great deal of M&A activity. In this environment, clients need to think about aligning IT strategies with business strategies, risk management, upgraded project funding skills, value measurement practices, and environmental sustainability.

Client Challenges
Chary's clients face a shortage of relevant IT skills; rapid convergence of mobile, Internet, and IT systems; and plans for maintaining the stability of systems through natural disasters. In the midst of these challenges, clients also need to integrate acquired companies' IT systems quickly.

Future Growth
Chary identifies a number of areas that customers should consider for future growth, including IT governance, shared services, cloud models, networking, data centers, disaster recovery, and reducing the complexity of infrastructure, applications, and IT operations. In the future, successful companies will reduce the support resources devoted to legacy systems and increase IT spending that directly supports business innovation.

Ricardo Fernandez

PROFESSIONAL SUMMARY
• More than 22 years of experience in computing services and consulting

INDUSTRY/BUSINESS FOCUS
• Manufacturing
• Public sector
• Banking
• Retail

AREAS OF EXPERTISE
• IT transformation, including rationalization, consolidation, virtualization, and bestshoring
• Mainframe rehosting
• ERP, including Supply Chain Management (SCM), customer service, and plant maintenance

CAREER HIGHLIGHTS
• Led technology services consulting business for Iberia region
• Led worldwide competitive analysis, customer satisfaction, and warranty cost functions for HP Designjet division
• Project manager, delivery manager, and business development manager for SAP services

EDUCATION
• Engineering degree in telecommunications, E.U.E.T.T. La Salle, Barcelona, Spain
• MBA, International Business, La Salle University, Barcelona, Spain
• Functional development programs for marketing, finance, and human resources, Universidad Complutense de Madrid

Ricardo Fernandez

Ricardo Fernandez has broad IT experience in the manufacturing and distribution industries. He also has experience working with banking, retail, and public sector organizations. His solid track record of reducing costs and enhancing efficiency in these areas makes him a highly sought after IT consultant. Ricardo has built a strong reputation in IT circles as a pragmatic, results-oriented thinker. His goal is to help clients do more, faster and better, with less.

Ricardo helps his clients reduce costs and increase efficiency through process reengineering, rationalization, and modernization. He also enhances product development processes and rehosting projects. He has designed and developed new applications to enhance POS marketing processes and automate manual tasks.

> *"We're in the midst of a sea change in IT. We can help our customers protect, capture, and publish their data in the cloud, and we can do it as part of a set of investment return projects. We can do more for less. Don't just change, evolve."*

While today's customers are extremely budget conscious, they still need technology to achieve and maintain a competitive advantage and differentiate themselves in the marketplace.

Market Dynamics
Ricardo sees mergers and acquisitions; globalization of manufacturing, marketing, and selling; and the need to expand into new markets as the main drivers of change. In this environment, customers need to think about rationalizing and specializing their offerings, differentiating themselves from competitors, and becoming operationally excellent to maintain their competitive positions.

IT Challenges
Manufacturing companies are experiencing change at unprecedented levels, driven externally by the business environment and internally by the need to do more with less. Ricardo helps his clients transform their computing and application architectures to become more agile and cost effective.

One significant trend impacting manufacturers is outsourcing and off-shoring, resulting in significantly greater focus by organizations on core competences. Other IT challenges include security, risk, and compliance; information convergence and business intelligence; standardization and consolidation; the cloud and in-house hybrid computing; and finding the right balance for new IT models. Ricardo guides his clients in addressing these challenges with the lowest cost, most effective IT solutions available.

Future Growth
In order to embrace growth successfully, customers need to set up a flexible IT architecture and establish a global security approach. However, with no single reference model to copy, companies cannot simply replicate best practices without understanding where they want to be. Being prepared for next-generation IT needs will require companies to establish a transformational approach. Such an approach cannot be achieved via localized improvement projects. In a world that is becoming globalized at an ever-increasing rate, IT must keep up with the pace. Ricardo helps his clients address these near and longer-term challenges.

IT Trends
Ricardo identifies the top trends in IT as cloud computing; non-core business activities outsourcing; global security; and application and system consolidation, rationalization, and virtualization. He helps his clients prioritize which areas to focus on now by way of achieving the greatest efficiency gains and cost savings.

Axel Fischer

PROFESSIONAL SUMMARY
- More than 20 years of IT and strategy consulting in the automotive and manufacturing industries
  - Cisco – Director Advanced Services, Manufacturing Industries
  - Capgemini – VP, key account executive for DaimlerChrysler
  - Booz Allen Hamilton – Principal, Automotive Industry
  - IBM – Director, German Manufacturing Consulting Practice

INDUSTRY/BUSINESS FOCUS
- Manufacturing and distribution
- Automotive

AREAS OF EXPERTISE
- Business and IT strategy
- Process and cost optimization
- Captive services development
- Telematics
- Smart grid

CAREER HIGHLIGHTS
- Designed and led complex strategy and implementation programs
- Developed and launched new services for both clients and employers, including extended-warranty and full-service contracts for private and commercial vehicles, network benchmarking, and cost optimization services for a global network equipment vendor
- Built and led consulting practices for the automotive industry

PUBLICATIONS
- *The Future of Automotive Telematics* viewpoint article
- Business Forecast for Smart Home Energy Services in Germany, *Aufbau und Betrieb von ITK für Smart Energy Services*

EDUCATION
- Master of Electrical Engineering and Computer Science, Technical University of Darmstadt, Germany

Axel Fischer

Axel Fischer has broad experience in business and IT strategy. His ability to combine a big-picture view with the urgent issues facing his automotive industry clients enables him to drive actions that deliver bottom-line results. Axel specializes in helping his clients reduce costs, drive innovation, and create more effective partnerships between business and IT.

The goal of every business is to achieve more effective and efficient use of IT. Axel has the ability to tailor IT strategies and initiatives to drive bottom-line results in his clients' core businesses. He has experience in all automotive core processes—engineering, manufacturing and supply chain management, marketing, sales, and after sales—and he has successfully supported client IT management to position IT as an innovation driver rather than a cost center.

> *"IT has become truly pervasive, connecting individuals and things in all kinds of ways. The question facing companies is how to generate and capture value with new, technology-driven business and IT approaches."*

Process Efficiency

Axel is an expert in a broad range of automotive industry processes. He leverages this expertise in helping his clients enhance efficiency in their manufacturing and supply-chain processes. For example, he helped one large manufacturer reduce the total order-cycle time for new vehicles in the domestic market from 60 to 15 days. He also reduced the total manufacturing-cycle time at a first-tier supplier from one week to one day, by introducing new processes and planning systems.

Best Practices

One of the greatest challenges in any large organization is bringing IT and business together to address the organization's business problems. The key is instilling mutual understanding and trust. Axel helps enhance a more productive process by encouraging agreement on common objectives and by establishing solid program-management practices, with suitable empowerment of individuals and regular tracking of progress against objectives.

Market Dynamics

Axel sees a number of market dynamics impacting the automotive industry within the next few years. For example, social media and networks—and the upcoming "connected vehicles"—will result in dramatic changes in vehicle use patterns, as well as brand perception and loyalty. It will also shift power parities among OEMs, suppliers, retailers/workshops, IT service providers, and new media companies. Axel has the comprehensive knowledge of relationships among industry participants to enable his clients to explore opportunities in this new landscape.

IT Challenges

Auto companies face a number of IT challenges, including modernizing legacy applications and consolidating platforms. Cloud computing is another major driver of IT spending. Hence, data security will be an even more prominent issue for organizations that need to safeguard their precious data. Automotive firms and dealer networks are also exploring the next generation of remote diagnosis and maintenance solutions, which will require robust networks that can manage their data transmission needs. Axel provides his clients with expert advice and opinions on the best ways to address these challenges and use them to cut costs and increase profits.

Lawrence Guevel

PROFESSIONAL SUMMARY
- More than 30 years of consulting and management experience
  - Unisys – VP, Strategic Business Planning
  - TPI – Partner, Strategy and Assessment Practice Lead
  - EDS – President, Applied Value Chain Services
  - A.T. Kearney – Partner and Americas Lead, Strategic Information Technology Practice
  - Price Waterhouse – Principal, Petrochemical Practice
  - Deloitte Consulting – Director, Client Services, Southwest Region

INDUSTRY/BUSINESS FOCUS
High tech, industrial, process, and automotive manufacturing
- Professional services
- Entertainment

AREAS OF EXPERTISE
- Strategy development and execution
- Operational improvement
- Business transformation
- Program management
- Portfolio and product management
- Supply chain and logistics

CAREER HIGHLIGHTS
- Designed and led complex programs of operational and technological change
- Built and led management consulting practices
- Expertise and experience spanning strategy to sustainable operations
- By reputation, a trusted advisor and hands-on practitioner

EDUCATION
- MBA, Finance, University of Missouri
- B.S., Computer Science, Missouri University of Science and Technology

Lawrence Guevel

Larry Guevel is a pragmatic, hands-on practitioner, applying business/IT strategies and best practices to help his clients achieve bottom-line results. Larry has led many complex programs of business and IT change, giving him extensive knowledge of effective transformational and technology solutions to achieve powerful business results. He has worked at every level of the IT industry, from solutions development to line management, consultant, and CIO. His goal is to drive business value through effective business and IT leadership.

Larry sees himself as a change agent, applying his business expertise to help clients develop and execute strategies and options to achieve optimum results. With deep experience in strategic planning, he adds significant value in assisting clients with their IT transformations.

Over the course of his 30 years of consulting and management experience, Larry has helped major organizations address their change imperatives. It's this experience, along with his philosophy and approach to client work, that earns his clients' trust.

> *"My view, in a nutshell, is that if a solution is right for the client and will help achieve the desired business outcome, then I will propose it. I'm focused on helping clients achieve tangible results."*

Industry Challenges

Manufacturing enterprises today are wrestling with a number of challenges, including cost reduction, product and service complexity and reinvention, accelerating M&A, a mobile/virtual workforce, and global business models—all with significant and far-reaching information technology implications. Agility, resiliency, and security are among the top change imperatives for IT in this environment.

Technology Transformation

Many companies have retained older technology to avoid capital outlays and minimize potential business disruptions. As a result, their IT infrastructures may not have kept up with the accelerating pace of business change.

With the economy showing signs of rebounding, companies are again looking at growth, expansion, and acquisition, all of which require fundamental—and often transformational—change. Larry helps his clients through business and technology alignment, IT strategies, and roadmap development, helping them plan and lead the "case for change."

Business Objectives

Larry's job is to develop the best ways to link business strategies to technology in a way that transforms organizations and creates business value. The mission of IT is to be effective and efficient, and to provide leadership in applying technology to achieve maximum business results. He pursues this mission by defining what approaches are the most effective in addressing business needs. Larry helps his clients address a variety of IT challenges, including:

- Reinvesting – investing in their infrastructures so they can grow their businesses
- Transforming – enabling new business/IT models

Cloud Computing

Larry predicts that cloud computing will become a significant technology transformation component. Central themes in the adoption of cloud computing include:

- Hybrid delivery models – integrating private and public cloud services with existing IT infrastructure.
- IT assurance – having a comprehensive strategy to secure information inside and outside the firewall. This includes protecting critical corporate information assets in the data center and on employees' mobile devices.

Larry helps his clients access a broad set of services around defining, planning, and adopting cloud services.

Nancy Demko

PROFESSIONAL SUMMARY
- More than 15 years of consulting expertise
  - Deloitte Consulting
  - Raymond James Consulting
  - EDS

INDUSTRY/BUSINESS FOCUS
- Retail, consumer products, and high tech

AREAS OF EXPERTISE
- IT strategy development and implementation – enterprise focus
- Go-to-market multi-channel technology solutions
- Applications modernization and ERP selection/implementation

CAREER HIGHLIGHTS
- Led Enterprise Services' development of integrated aftermarket services solution for high-tech manufacturers
- Developed multi-channel retail go-to-market service for Deloitte and EDS
- Led IT strategy development for multiple retail and consumer product clients
- Led client/SAP partnership to develop SAP apparel/footwear solution

Nancy Demko helps retail and consumer products companies lower costs and enhance operational efficiency through more effective and efficient use of IT resources.

Having spent many years developing strategies and services to support multi-channel retailing, Nancy looks at solutions in terms of business value. Her background spans business operations, sales, and marketing, in addition to IT. When approaching a problem, she takes a multi-faceted view toward solving it, with careful attention to detail.

Market Dynamics

Nancy's retail clients are being impacted by the growth of multi-channel retailing. Customers are now used to shopping online and, increasingly, on their cell phones. She believes that one of the important tasks facing retailers is to blend these buying channels seamlessly, thereby providing a consistent experience across all of them.

"Consumers are watching their dollars. At the end of the day, that's what retailers are focusing on. I've worked in the industry, so I know very well the challenges and issues they're facing."

Nancy helps her clients achieve IT solutions that will attract and retain valuable customers, reduce costs, and increase overall efficiency. For example, consumer products companies are looking into targeted marketing to get customers to increase their purchases. This requires sophisticated business intelligence capabilities, something Nancy has long experience helping her clients develop.

Infrastructure Upgrades

Companies need to be conscious of security and data privacy issues, and they need strong infrastructures to support the multi-channel environment. Many retailers may not have kept their data centers current. Hence, they need to upgrade them to support their businesses. Nancy's clients are also considering the cloud and how to use it to deliver business applications most effectively. Data center consolidation is particularly important because companies have to ensure that they're not dragging down profits.

David Dominguez

David Dominguez is a customer-driven, detail-oriented problem solver. During his 17 years of IT experience, he has worked on both the industry and consulting sides of the business. His IT consulting background includes working with non-profit, public, and private-sector organizations, including the retail, healthcare, and energy industries.

David has led corporate IT departments, managing challenges, issues, and risks very similar to those facing his consulting clients. Hence, he understands the challenges inherent in strategically planning technology, procedures, and personnel to create value for the organization.

"My job as a consultant is to help my clients identify, promote, and realize bottom-line business value in planning and evolving their IT environments."

Logical Perspective

In addition to his broad experience as an IT consultant and leader, David's background encompasses electrical engineering and computer programming. The resulting logical, methodical perspective helps him develop the thorough understanding of core issues he needs to identify the most effective solutions in any given client situation.

Cost Reduction

David sees a number of urgent problems facing his clients, including significant economic pressures and aging technology, creating ideal opportunities for clients to reduce long-term costs by modernizing their infrastructures and streamlining their processes. He specializes in helping clients identify areas where they can achieve the greatest cost savings at the lowest possible expense.

Regulatory Compliance

On the risk and compliance side, David has helped clients establish standard procedures and frameworks for large-scale IT initiatives, performed security risk assessments, and assisted in ensuring compliance with regulations and standards, including ITIL, HIPAA, DIACAP, PMI, CobIT, COSO, and ISO.

PROFESSIONAL SUMMARY
- More than 17 years of industry and consulting experience
  - Western Geophysical
  - Oracle Corporation/MetaSolv Software
  - Grant Thornton Advisory Services

INDUSTRY/BUSINESS FOCUS
- Retail, telecommunications, and energy

AREAS OF EXPERTISE
- Program and project portfolio management
- Technology and IT operational improvements
- IT governance and risk management

CAREER HIGHLIGHTS
- Led multiple infrastructure, software solution, and IT procedural improvement implementations
- Managed an infrastructure relocation and support outsourcing effort to Chennai, India
- Program managed a Department of Defense and Texas state agency security compliance rollout
- Led a technology, operations, and IT governance assessment for a state retirement system
- Led the PMO advisory services group for Grant Thornton within the Central region

Jordan Lee

PROFESSIONAL SUMMARY
- More than 20 years of consulting and industry experience at HP, Information Builders, Ernst & Young, Honeywell Aerospace, Airborne Express, and Bechtel

INDUSTRY/BUSINESS FOCUS
- Financial services and insurance
- Manufacturing and distribution industries

AREAS OF EXPERTISE
- Business strategy and best of use of technology to support business objectives
- Cloud computing
- IT platform consolidation and transformation
- Business intelligence

CAREER HIGHLIGHTS
- Led Oracle's U.S. Financial Services Consulting group
- Delivered cloud platform for leading HR business process outsourcing
- Automated crime reporting system for New York City

Jordan Lee is a businessman first and an information technology strategist second. Raised in Silicon Valley, he watched the explosion of computer-related firms consume what had been farmland and orchards. It became clear quickly that, while you could eat the apples, the computers you could not.

"For most of my clients, information technology is not, and should not be, their primary business. Our economy will always be linked to the physical world, a fact often lost on those in the trenches of IT. While many people and companies are living virtual lives, tangible assets, plus the work required to manage, transform, and move them to those willing to pay, remains the age-old objective of business. Everything else is just a plug in."

Top-Down Approach
Jordan uses a top-down approach to consulting for his clients—strategic, business-based discussions with top executives come first. Once the vision and business strategy is fully articulated and understood in the context of the competitive and regulatory environment, then discussions around facilitating the business strategy with information technology can begin.

Broad Perspective
Bringing a cross-industry perspective to his clients, Jordan's industries of focus include financial services and insurance, where he spent the past five years helping some of the world's largest FSI firms realize value from their IT investments. His specialty areas also include manufacturing and distribution, specifically the transportation and logistics, and automotive and aerospace subsectors, where he spent the first half of his career working in business and management roles before moving into consulting.

Mathew Pulickel
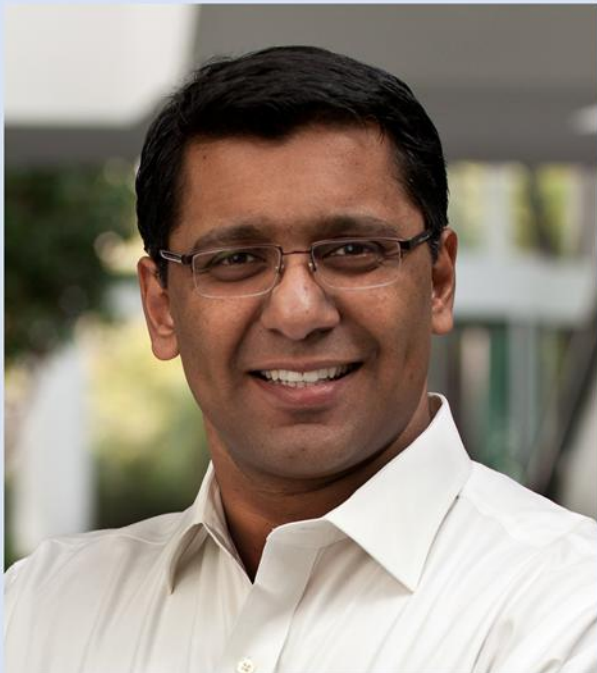
PROFESSIONAL SUMMARY
• More than 14 years of consulting expertise
  – KPMG Consulting/BearingPoint
  – Grant Thornton Advisory Services

INDUSTRY/BUSINESS FOCUS
• Retail, telecommunications, and oil and gas

AREAS OF EXPERTISE
• Technology strategy, roadmap development, risk management, and change implementation
• IT consolidations and governance
• Program management
• Data warehousing and management

CAREER HIGHLIGHTS
• Led the IT change strategy for a $120 billion state agency
• Led the Technology Advisory Services group for Grant Thornton within the Central region
• Led IT strategy development for multiple retail and oil and gas clients
• Managed development of middleware for the implementation of store dashboards globally for one of the largest global fast-food restaurants

Mathew Pulickel is a pragmatic problem solver. As an IT strategist, he brings business executives and IT professionals together, focusing on developing solutions that generate maximum business value.

Mathew started out writing code and studying finance and accounting. Combining his specialties, he began writing financial and accounting applications. As a consultant, he specializes in working with executives to understand their business needs, and then applying the most effective applications to address those needs.

"If you have a mediator, and if that mediator is independent, you get more done. I function as an impartial mediator, which means I help companies get the best solutions for their money."

Technology Strategies

Executives want to know how to embed technology into their organizations' strategies and how to drive their strategies into their IT plans. Mathew helps his clients leverage IT to deliver the capabilities they need to execute transactions, cut costs, and generate revenue.

Many companies have archaic or legacy technology frameworks. Mathew helps his clients focus on the functionality they need, but cannot get from their existing applications. He helps them prioritize what resources need to be added and when, and what they should be thinking about into the future. By helping clients identify business inefficiency due to outdated applications and hardware, Mathew helps them determine which updates can result in the greatest cost savings now.

Christopher Rospenda

PROFESSIONAL SUMMARY
• More than 20 years of consulting experience
  – AMR/Sabre Transportation Consulting Services
  – Delta Airlines merger with Northwest Airlines
  – NYPD, Japan Airlines, ItaliaRail

INDUSTRY/BUSINESS FOCUS
• Transportation
• Retail

AREAS OF EXPERTISE
• HP Enterprise Business consulting and program delivery
• Large program management and executive-level relationships
• Airline operational challenges

CAREER HIGHLIGHTS
• Led Enterprise Services merger and integration project for Delta and Northwest Airlines
• Led IT strategy development for Finnair Customer Equity and Lifetime Value Project – won 2005 industry innovation award
• Led network consulting engagement at American Airlines

Chris Rospenda describes himself as a "change agent." His transportation industry clients bring him in to help define their problems and then solve them.

"My goal is to get in, get the job done, leave on fabulous terms, and look forward to being asked to come back and do more work. I find new processes and new ways to generate revenue, and determine the best ways for technology to support the new business model."

Technological Innovation

Chris's expertise stems not only from his work as an IT consultant, but also from running IT departments at airlines and trucking companies, where he hired consultants as clients. This background gives him a unique perspective on the business challenges facing his clients, who are interested in leveraging technological innovations to improve service to their customers and reduce costs.

For example, Chris helped a European air carrier identify its most valuable customers so it could develop marketing campaigns targeting these customers. As a result, their most loyal and profitable passengers purchased more products and services, increasing overall per-passenger revenue by more than 20 percent.

IT Challenges

Chris sees IT upgrades and modernization as normal, day-to-day business processes. One of his challenges is helping clients recognize regular technology upgrades as revenue-generation opportunities. Clients often forgo upgrades in favor of more pressing needs. Chris's goal is to make the case for ongoing IT infrastructure modernization as a means of driving value.

Abigail Stoddart

Abigail (Abby) Stoddart brings a comprehensive business and technology perspective to her clients. Having worked in both industry and consulting, she knows the challenges of implementing and operating technology solutions. Drawing on her experience, Abby helps her clients leverage technology to solve their business issues. She focuses primarily on the technology and manufacturing, aerospace and defense, and energy and utilities industries.

"Business is simple—you contribute to either revenue or expenses. Both are important. Where it gets interesting is executing each function effectively to achieve the business goals. Technology is integral, and it must be strategized, designed, and implemented with these business objectives at the heart."

Aerospace and Defense

Abby's experience in the aerospace and defense industry includes several leadership positions. Her roots are in engineering, and she has also led the facilities/real estate and supplier quality functions. In these roles, she implemented technology to improve her operations' effectiveness, and led facility consolidations and acquisitions, energy sustainability projects, and alternative workplace environments—all involving critical facility, cloud, or converged technology elements.

Energy and Utilities

Abby's consulting experience with energy and utilities clients includes conducting M&A due diligence, organization and process improvement, and post-merger integrations. In leading these integrations, she dealt with IT governance, IT organization effectiveness, technology selection, and road mapping aligned to the new companies' strategies, and developing new policies and processes around key technologies in functional operations.

PROFESSIONAL SUMMARY
- More than 20 years of industry and consulting experience with Raytheon, Hitachi Consulting, Deloitte Consulting, and Texas Instruments

INDUSTRY/BUSINESS FOCUS
- Manufacturing, focusing on the aerospace and defense, and energy and utilities industries

AREAS OF EXPERTISE
- Critical facilities and infrastructure
- Strategy development, functional strategy alignment, and implementation
- M&A, operations, and organization and process improvement

CAREER HIGHLIGHTS
- Led facilities and real estate organization of more than 6.2 million square feet for a $4.5 billion business
- Led supplier quality organization for $1.5 billion in annual procurements
- Led strategy and methodology development, technology roadmaps, and PMOs for Fortune 500 energy and utilities mergers

Simon Hughes

PROFESSIONAL SUMMARY
- More than 30 years of IT and consulting experience
  - HP – Director, UK and Ireland Consulting
  - Digital Equipment – Infrastructure Practice Lead
  - Pilkington Communication Systems – Head of Solution Design
  - Plessey Systems – Research Scientist

INDUSTRY/BUSINESS FOCUS
- Manufacturing and distribution
- Financial services
- Communications, media, and entertainment
- Public sector

AREAS OF EXPERTISE
- IT transformation
- IT governance and simplification
- Program management

CAREER HIGHLIGHTS
- Trusted adviser and executive sponsor for key blue-chip clients and programs
- Led several IT transformation projects for enterprise businesses
- Involved in the "big bang" in financial services, deploying very high-speed communication networks to trading floors
- Designed and patented a high-speed optical communications technology

EDUCATION
- Physics degree, University of York, England

Simon Hughes

Simon Hughes is an enthusiastic proponent of using technology to solve business problems. Coming from a deep technology and R&D background, Simon is passionate about helping clients deliver IT to their customers faster, cheaper, and more effectively. Understanding well that clients' immediate concerns are often merely symptoms of larger problems, Simon focuses on identifying the underlying root causes and then exploring ways to address them.

With CIOs constantly challenged to do more with less, Simon emphasizes building strong, trusting relationships, thus giving his clients confidence that he always has their best interests in mind. He doesn't promise "magic bullets," but rather guides his clients in establishing the right mix of technologies and solutions given their unique business challenges.

> *"I like to develop strong, trusting relationships with my clients. They trust that I'll be straight with them if I don't think we're using the right approach. I don't over-promise, but if I say I'm going to do something, I absolutely do it."*

Simon treats his clients as partners, who are often extremely knowledgeable about the technologies they are using. He helps them create effective solutions by listening carefully to their ideas and opinions, and then sharing the benefits of his experiences with similar projects. Typically, his process leads to long-term relationships. He delivers results, and his clients tend to keep bringing him back to work on additional projects.

Migration

With companies running out of server space and suffering from low utilization rates, many of Simon's clients are interested in the benefits of the cloud. He helps them decide which services to migrate to the cloud now. He also helps them with data center migrations as well as desktop migrations, which can be especially challenging given the large numbers of applications residing on the typical desktop.

Data Center Transformation

Simon has led a number of data center transformations and consolidations for his clients, including large retail chains, banks, automobile companies, and government entities. He helps them deploy new services faster by consolidating their data centers and rationalizing some of their resources.

Market Dynamics

With the U.K. still experiencing a flat economy and slow GDP growth, Simon's public sector clients are very interested in cutting costs. He helps them implement new solutions faster—and at lower cost—focusing on both taking cost out of existing organizations and initiating new capabilities for less.

IT Challenges

Many of the IT challenges facing Simon's clients stem from the volume of storage needed by telcos and banks to meet various regulatory requirements. To accomodate the sheer volume of data, significant physical space is required. With constant challenges around data center storage and retrieval, many firms are interested in what the most effective delivery models are, including putting more services in the cloud. Simon helps them make sound decisions, based not only on the need to minimize cost, but also to deliver a better experience for customers and internal users.

Jim West

PROFESSIONAL SUMMARY
- More than 20 years of industry consulting expertise
  - Deloitte Consulting – Partner
  - PricewaterhouseCoopers – Managing Director
  - Ernst & Young – Senior Manager

INDUSTRY/BUSINESS FOCUS
- Manufacturing
- Financial services
- Automotive and aerospace

AREAS OF EXPERTISE
- Supply chain
- Finance, captive finance, M&A
- IT reengineering and cost savings
- Data center migration

CAREER HIGHLIGHTS
- Lead consulting partner for large global M&A at Deloitte
- Lead supply chain risk professional at PwC
- Worked to establish the global eProcurement organization, processes, and systems for a large auto maker
- Merger and integration support for large automotive financial services division
- Data center migration for financial arm of large automaker

PUBLICATIONS
- Numerous articles regarding supply chain risk, including *How Risky is Your Supply Chain?*

EDUCATION
- B.S., Computer Science, University of Michigan

Jim West

Jim West has deep experience in the automotive, manufacturing, and aerospace industries. His background is in IT transformation and using IT to solve business issues. He focuses on improving business processes and overall quality of IT delivery. One of the greatest challenges businesses face is optimizing the business value of IT. Jim helps business people understand the value of IT and how to bridge the gap between IT and business requirements. He works with business people and IT to help ensure that business requirements are translated accurately into IT requirements and that IT understands those requirements.

Jim is a strong advocate of enhancing the business value of IT by creating greater alignment between IT and business. His goal is to help his clients better understand IT, thereby driving better results by making IT a more productive business partner.

Best Practices

Jim applies lean principles to IT organizations and helps them improve their operational and functional capabilities. He helps his clients decide which applications should be maintained and migrated and which ones should be eliminated. He also helps companies identify and understand the most important issues and how to develop systems that are best suited to support critical processes.

Cost Containment

Jim's clients face strict cost-containment mandates. In the automotive industry in particular, IT has been cut significantly, which means that companies lack the systems and personnel that they need to take advantage of new market opportunities. Jim helps his clients conduct selective upgrades to their current systems, to better enable them to take advantage of new capabilities in the marketplace.

Jim has done a great deal of M&A work, helping two major automotive organizations combine their operations by consolidating systems, processes, and personnel. He helps organizations gain new capabilities via converged infrastructure and the cloud, achieve quicker turnaround in IT, and get new business applications up and running faster, without disrupting current operations.

Market Dynamics

The goal across industries is to do more with less. Every industry has cut expenses and needs to figure out how to use new technologies to increase productivity, expand markets, and secure supply chains. Jim sees a trend toward bringing applications and infrastructure back in-house as one of the primary

market dynamics impacting the automotive and aerospace industries, and this transition may require companies to build new data centers and facilities or enhance current data center capabilities.

> *"I focus on strategy with an eye toward implementation, from developing an IT strategy aligned with the business strategy, through the selection and implementation of applications and infrastructure, and improving ongoing operations."*

One of the biggest IT challenges facing Jim's clients in the near term is meeting the needs of internal customers who are increasingly technologically savvy. They are no longer willing to wait for 6-18 months for anything they need from IT. They want instant results so they can move quickly to meet new market demands— creating an "Instant On" enterprise.

Roger Bakos

PROFESSIONAL SUMMARY
- Technology and business strategy consultant
  - Marketing director – telecom equipment providers
  - The MITRE Corporation
  - Serial entrepreneur

INDUSTRY/BUSINESS FOCUS
- Aerospace/manufacturing
- Telecommunications

AREAS OF EXPERTISE
- Cloud computing
- Transformation/automation
- Mainframe rehosting
- Go-to-market/"sell-with" partnerships

CAREER HIGHLIGHTS
- Partnered with clients to create go-to-market plans for HP and Microsoft cloud services
- Led a team at NASA that transformed the network supporting the International Space Station
- Invented and patented an optical network architecture

When it comes to applying technology to improve business practices, Roger Bakos is a pragmatic, results-oriented innovator. He views technology from a business perspective, to generate the most efficient and effective solutions to further his clients' business objectives.

Roger meets and exceeds his clients' expectations by identifying obstacles that prevent them from benefiting fully from their technology investments.

"All of HP's clients have outstanding technical staffs, but too often their transformation projects get bogged down by 'transition challenges'—which often stem from a lack of governance or ITSM-related operational processes—and these projects are never completed. As a result, most of the anticipated financial and technical transformation-related benefits are never realized."

Aerospace
Roger has transformation experience working with the aerospace and defense industries. He is adept at defining and driving transformation programs by galvanizing support across clients' IT organizations and business units, allowing him to effectively apply the wealth of IT transformation experience at HP to the client's business objectives. He has also established client partnerships to develop new revenue streams, by combining clients' intellectual property with HP services and products.

Data Center Consolidation
Roger helps his clients achieve much lower total cost of ownership by guiding them through transformation challenges. Although data center consolidation is a prominent topic in every industry, most companies lack the governance structures needed to capture the full benefits. Roger has the experience to help clients realize the savings that they expected at project inception.

Joseph Budzinski

PROFESSIONAL SUMMARY
• More than 23 of years of IT and consulting experience
  – Hewlett-Packard
  – Electronic Data Systems
  – Alcoa Fujikura Limited
  – PricewaterhouseCoopers Consulting

INDUSTRY/BUSINESS FOCUS
• Automotive, retail, healthcare, aerospace, and manufacturing

AREAS OF EXPERTISE
• Infrastructure hosting
• Outsourcing management
• Business process management implementation

CAREER HIGHLIGHTS
• Led delivery pursuit team in a multi-million dollar "hosting" outsourcing agreement for an automotive OEM
• Led IT assessment initiative for automotive supplier
• Led system development methodology and quality system process improvement initiative for healthcare industry client

As an IT generalist, Joe Budzinski avoids becoming entrenched in just one component of technology, whether it's infrastructure, applications, or networking; rather, he leverages the full range of technology solutions. Joe's best practice philosophy revolves around having a well-defined, consistent, functional methodology.

"Saying what you do and doing what you say is the best policy. You will succeed by being a leader, not a follower, by doing what is right, not what is easy, and by delivering, not delaying."

Regulatory Compliance
With the ever-increasing compliance pressures on companies today, IT is expected to do more and more to minimize compliance risk. This risk is often compounded given the need to communicate effectively with offshore development teams. Joe takes the time and effort to thoroughly understand his clients' business problems so that he can articulate the relevant issues clearly to the technologists.

Security Challenges
Looking to the future, Joe sees security as the greatest IT challenge facing his clients. He thinks that the hybrid model is the perfect approach to security. Some things don't warrant a great deal of concern. On the other hand, there are important intellectual property security issues around assets such as new vehicle designs and in government work.

Technological Evolution
Many of the managers Joe works with are beginning to explore how they can apply the cloud to their businesses. Joe sees cloud computing and converged infrastructure as a natural evolutionary cycle, with the centralized computing infrastructure taking us back to discussions we had with mainframes in the past—distributed vs. client-server computing.

In the end, the relevant issue for Joe is how to help his clients get their products to market faster than the competition. His focus is on applying technology to help them get there faster, cheaper, and better.

Sean Guitar

PROFESSIONAL SUMMARY
- More than 22 years of IT and consulting experience at HP and EDS/A.T. Kearney

INDUSTRY/BUSINESS FOCUS
- ERP/CRM
- Manufacturing
- Distribution
- Telematics

AREAS OF EXPERTISE
- Iterative and agile application development
- Program management, roadmap development, and organizational change governance
- Business engineering IT solutions

CAREER HIGHLIGHTS
- Alliance executive for Oracle and PeopleSoft
- Built and led global Oracle and PeopleSoft ERP consulting practices
- Designed and led PMO to support hardware refresh and application development for OnStar in North America and China
- Holds two board positions for Central Michigan University MIS and Hospice of Michigan

With numerous local, regional, and global leadership positions to his credit, Sean Guitar has a proven track record of delivering for his clients. His experience includes leading large consulting organizations and implementation teams to accomplish client objectives. By communicating and engaging all levels of the organization to achieve a common vision, he helps his clients drive their ideas down to specific organizations.

Sean's IT interests include business processes and IT engineering, and striking a balance between the two to achieve results for his clients. As an experienced problem solver, he focuses on gathering information from all stakeholders, understanding what they need, and offering solutions to the organization.

"I like to take advantage of the IT that's out there, and apply that solution to the business practice, not necessarily to make business change and make IT change, but to mold those two together to create something unique."

IT Roadmaps
Developing IT roadmaps for clients to achieve individual organizations' goals, Sean also helps support his clients' corporate vision and direction. One of the best practices he uses is creating roadmaps to help clients achieve forward momentum, while supporting more demand, faster services, and lower costs.

Future Growth
With respect to future growth, Sean believes that mobile devices and products are having a profound impact on IT. One of the ways in which he helps his clients is by balancing IT solutions with future growth, to achieve market share, product differentiation, and other business goals.

One of the market dynamics Sean currently sees is technology outpacing the rate of business change. He looks for ways to help his clients focus on how they can take advantage of technology and IT to capture market share and move up the growth curve.

OIL & GAS
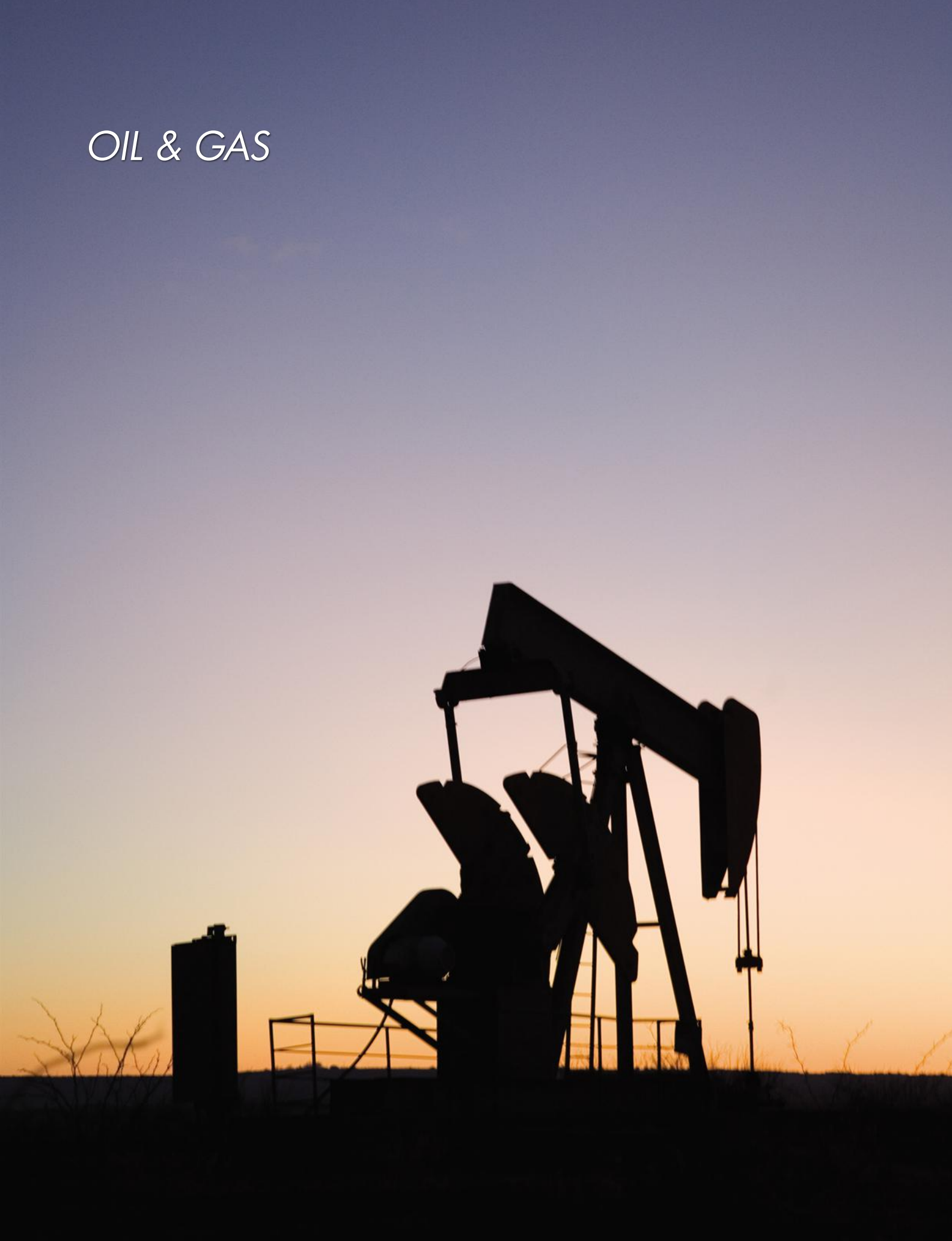
Jose Jimenez

PROFESSIONAL SUMMARY
- More than 20 years of consulting and industry experience at PDVSA, Accenture, and EDS

INDUSTRY/BUSINESS FOCUS
- Oil and gas
- Utilities and mining

AREAS OF EXPERTISE
- Business transformation programs
- IT transformation
- IT strategy
- Industrial automation
- Business intelligence

CAREER HIGHLIGHTS
- Led enterprise IT transformation programs at major Latin American oil and gas companies
- Developed operations planning collaboration platform for several oil and gas and utilities companies worldwide
- Led business and IT strategy development for multiple energy and natural resources clients

EDUCATION
- B.S., Computer Science, University of Montana
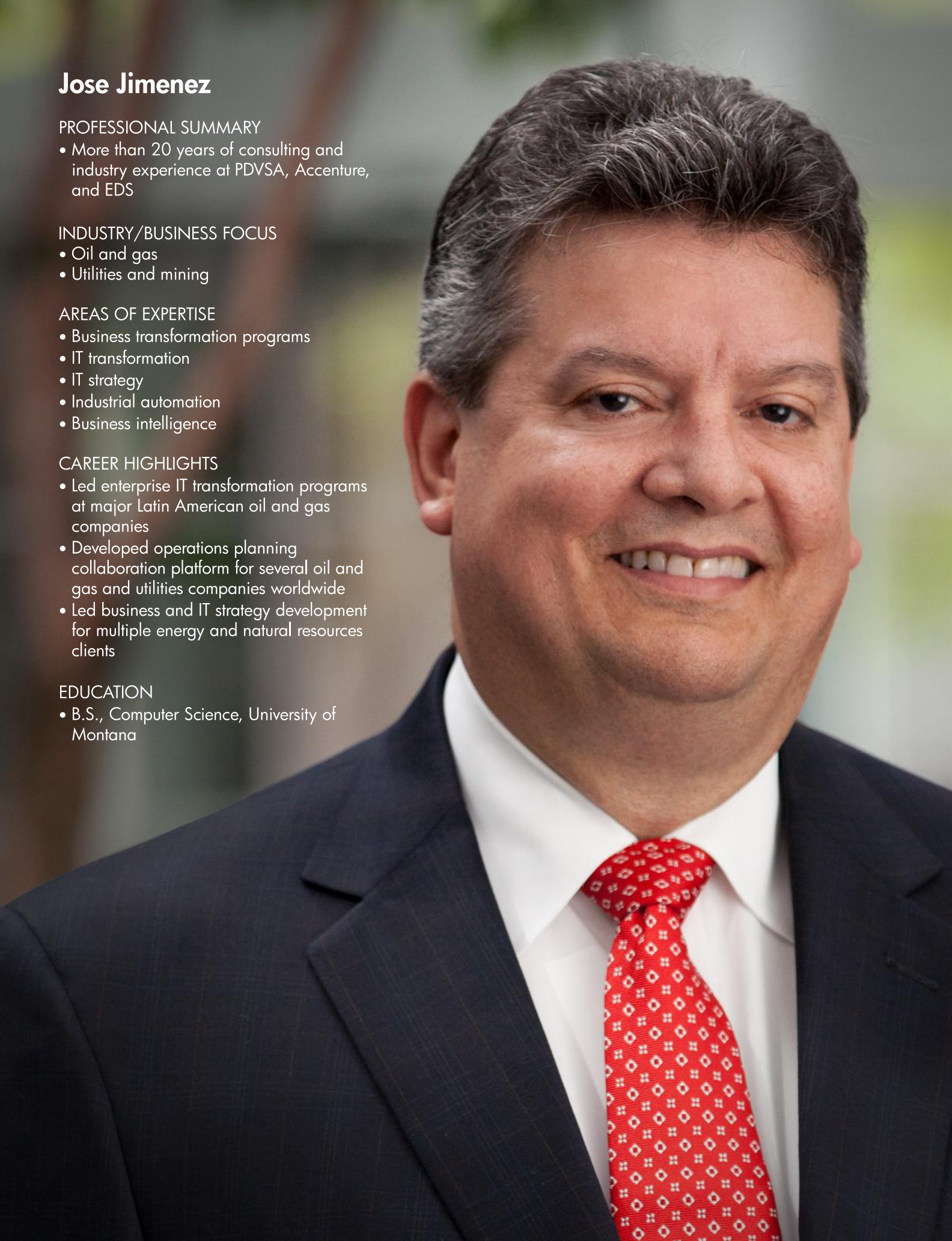
Jose Jimenez

Jose Jimenez has performed multiple IT transformations for energy companies of all sizes. He brings broad knowledge of what works and what doesn't. His deep industry knowledge, on both the business side and the technology side, gives him the ability to identify business opportunities and apply innovative technological solutions to them.

Jose knows how to paint the big strategic picture for his clients, and he can also dive down to a level of detail that clearly articulates how a particular solution will help his clients. He is adept at improving wide-ranging IT capabilities, including organization, enterprise architecture, and enterprise IT service management. On one project, Jose's team reduced his client's data centers by 87 percent and replaced tens of thousands of workstations, all while exceeding the client's cost-savings requirements.

Innovation

Jose is a strong believer in using technology to further innovation, not just to automate processes. He combines new and existing technologies to bring new capabilities to his clients and help them simplify processes and collaborate more effectively.

With about 30 percent of the oil and gas industry workforce retiring over the next five years, innovations such as social networking and always-on/virtualized environments will allow the next generation of workers to set up their working environments quickly and virtually. New professionals coming into the energy industries have grown up in the Internet age. Jose is focused on bringing his clients the benefits of the new collaboration tools, but within the framework of safety, operational excellence, and compliance that the industry requires.

IT Service Management

Jose sees a need to make sure that companies are using their services capabilities to their greatest advantage. With the advent of cloud computing, clients now have the ability to configure high compute intensity environments on demand. Jose's goal in the coming years is to help transform IT organizations to be more responsive to business challenges and less focused on the technologies themselves.

Future Trends

Jose predicts a strong focus on information risk management and cyber security by clients over the next five years. Companies have complex networks to manage every facet of operations, and they all have exposure to cyber attacks.

> *"I'm passionate about applying technology to innovate, not just to automate. The important thing is how you combine existing and new technologies to bring new capabilities to a client."*

Jose also sees a wide variety of new capabilities becoming commercially viable, especially given advances in sensing technology. Sophisticated sensors that are self-packaged, self-powered, and wireless will be affordable enough to be deployed everywhere. Thumbnail-sized "geophones"—seismic sensors placed in the ground—that are 100 times more sensitive than anything available now will soon be available.

Oil exploration models will become much more accurate because the density of sensors deployed to the same space will be much greater. Greater sensitivity will mean more data per grid unit and, hence, much more accurate models. Innovations like this will reduce costs and increase opportunities, enabling Jose's clients to meet their business challenges in a sustainable, affordable way to generate significant business value.

Reginald Best

PROFESSIONAL SUMMARY
• More than 30 years of of consulting and industry experience at Exxon Mobil, General Electric, Lockheed Martin, Accenture, Marathon Oil, and Deloitte

INDUSTRY/BUSINESS FOCUS
• Oil and gas
• Public sector

AREAS OF EXPERTISE
• IT Service Management (Certified v3 Expert)
• Global service delivery
• IT strategy and value realization

CAREER HIGHLIGHTS
• Delivered an energy trading and reconciliation solution saving millions in trade imbalances
• Transformed 1500 business services to 150 services and 34 service lines, allowing the company to shift to a business service model
• Implemented the IT service strategy for a start-up multimillion dollar e-discovery business
• Practice development leader in technology strategy and IT service management

Reginald Best has worked with oil companies of all sizes, as both an external IT consultant and in-house IT specialist. He understands the competitive pressures facing companies and focuses on building trusted relationships and helping his clients address issues around their IT service delivery, technology strategy, and value realization.

Energy companies face a unique set of challenges and competitive pressures. Reginald has deep experience helping his clients implement and optimize the sophisticated IT systems that enable them to find, develop, and deliver fuels and sources of energy. He also helps leverage technology to optimize business processes, thereby unlocking underutilized business cabability and reducing investment risk.

Credible Relationships
Reginald builds credible relationships with his clients not only by executing on the things they ask for, but also by helping them flesh out solutions that help them achieve larger organizational goals. He adds value through innovation and by concentrating on the end solution.

"It's all about understanding what the client has in mind and helping them create value. I focus on solving business problems using technology."

Value Realization
Reginald sees value realization as the major issue facing his clients' strategic plans and investment decisions. CIOs want to shift IT dollars from maintenance to innovation, and yet they struggle to prove that they generate either value or innovation. To be recognized as a business partner, IT needs to realize value from their solutions.

IT Challenges
Reginald believes that CIOs are not preparing fast enough for the external challenges of SaaS or cloud. Yet their clients are willing to try less expensive, higher quality external services that are secure, mobile, and disaster-recovery ready. To stay a step ahead, IT leaders need to transform themselves into service brokers.

Azhar Sindhu

Azhar Sindhu specializes in bringing together business and technology in the oil and gas exploration industry, helping managers make the right decisions by focusing on business advantage and operations efficiency.

Azhar helps his clients incorporate information and knowledge into their business models. He enables more effective decision making by recommending technology solutions for using information to gain a competitive advantage.

"Oil and gas exploration is getting very technology intensive. With so much more data now available, companies are looking for the most effective ways to leverage IT technology. My job is to advise clients on how to make technology an advantage in their specific business models."

Technology Challenges

One of the greatest challenges Azhar sees for his clients is a lack of adequate technology for safe deep-water and unconventional exploration. His goal in this area is to help clients evaluate their technology needs while minimizing risk. He also focuses on operations efficiency—doing things better, at lower cost.

Thought Leadership

In addition to working with all of the major oil companies, Azhar has written extensively on knowledge and decision making in the oil and gas industry. Making appropriate decisions in the face of uncertainty is very difficult. Azhar's research gives him a level of expertise that allows him to help companies implement systems to extract the right information, and then incorporate it into business processes in a practical fashion.

IT Challenges

A major trend in oil and gas is using IT as part of the "digital oil field" to enhance competitiveness. By using the drilling equipment and instrumentation to collect data from down in the well, managers can create more accurate simulations to support real-time decision making.

PROFESSIONAL SUMMARY
- More than 23 years of consulting experience at Schlumberger, CSC Consulting, Ernst & Young, RCG IT, and Capgemini

INDUSTRY/BUSINESS FOCUS
- Oil and gas, utilities, and manufacturing

AREAS OF EXPERTISE
- Applying technology to optimize oil and gas production operations optimization
- Creating exploration and production data management strategies and architecture

CAREER HIGHLIGHTS
- Worked on multiple oil and gas strategy and assessment engagements
- Led multiple large, enterprise-wide content and knowledge management projects for oil and gas
- Launched two technology start-up companies
- Established oil and gas practice for an IT consulting firm
- Initiated energy trading and risk management practice for a Big Four consulting firm

Andrea Watson

Andrea Watson is a trusted adviser, focusing on information risk management for her oil and gas, energy, and utility clients. Her broad spectrum of experience addressing the needs of information risk management within these sectors makes her ideally suited to advise HP's largest and most prominent clients on how to apply best practices for IT security, regulatory compliance, security governance, and risk management. As an alumna of The Ashcroft Group, she has a unique perspective on cyber threat intelligence and how companies should buttress their digital defenses to thwart cyber attacks.

Andrea's understanding of the security objectives sought by energy sector clients provides her with a pragmatic point of view for recommending the right layers of defense in-depth solutions. Protecting clients' critical infrastructure, assets, and information from cyber attacks is the IT assurance practice's prime directive. Andrea fulfills this imperative by guiding CIOs toward a robust model that addresses security at all levels of the organization.

"HP can deliver solutions that help clients defend proactively against the threat landscape that impacts clients' ability to do business in a hostile geopolitical world. Our understanding and solutions around security can help our customers achieve and accomplish that."

Consultative Solutions

Andrea believes in helping her clients maximize their investments in security by minimizing the potential for damage from threats and vulnerabilities. She strives to understand her clients' businesses and the challenges they face, taking a consultative approach to their security needs.

Best Practices

Andrea's advice is tempered with authoritatively sourced and industry acknowledged security standards and models consisting of ISO security series, NIST security publications, as well as HP's own Information Technology Assurance Model (ITAM).

PROFESSIONAL SUMMARY
- Ten years of security advisory experience
- Diverse experience across an array of security technologies and solutions
- Director of Consulting, The Ashcroft Group Consulting Services

INDUSTRY/BUSINESS FOCUS
- Oil and gas
- Federal government
- Healthcare

AREAS OF EXPERTISE
- Information risk management
- Security and compliance

CAREER HIGHLIGHTS
- Led U.S. Environmental Protection Agency to CoE for security and compliance status among U.S. federal agencies
- Developed HP IT Assurance CoE for the energy sector, bringing focused industry-specific security solutions for risk management, cyber threat intelligence, and GRC solutions
- Led HP Security Task Force for the energy sector

FINANCIAL SERVICES

Pierre Benne

PROFESSIONAL SUMMARY
- More than 18 years of consulting and technology experience
  - HP – Consulting Partner
  - Fujitsu – Business Consulting and Application Services Director
  - Unisys – Application Services Director
  - Capgemini – Principal Consultant
  - Air France – Account Executive

INDUSTRY/BUSINESS FOCUS
- Financial services and insurance
- Transportation

AREAS OF EXPERTISE
- Complex system integration projects
- IT strategy
- Financial models, including ROI and Total Cost of Ownership (TCO)
- Transformation business cases
- Virtualization and distributed architecture design and sizing

CAREER HIGHLIGHTS
- Lead architect for large IT transformation projects
- Led a branch modernization project for a large insurance company

EDUCATION
- Engineering degree, INSA Toulouse, France

Pierre Benne

Pierre Benne is skilled at creating consensus among business and IT experts. He understands the possibilities of IT and can communicate them to clients in terms of reducing costs and optimizing processes. Pierre helps his banking clients balance their business requirements with their IT constraints; he conducts business evaluations, then evaluates the IT constraints, to determine IT strategy over three-to-five-year horizons. He also conducts financial simulations on banks' ability to make investments and finance projects, through a model that could be implemented to work on CAPEX and OPEX.

Best Practices

Pierre uses sophisticated financial modeling techniques to help his clients leverage the real value of their assets. For example, when one client needed to allocate costs to internal users, he helped them build a model to determine the right cost of every device in the company. Prior to this initiative, users were paying a blended price for each device.

> *"I strike a good balance between understanding the benefits of IT and speaking business language that clients understand. This helps me manage client relationships effectively."*

Online Services

Increasingly, banking customers want to perform basic transactions on the Web, and they also want online support and availability of services on new technologies and devices. Therefore, Pierre believes that offering reliable online services to customers—and protecting customer data by ensuring secure online transactions—is critically important to his banking clients.

Cloud Computing

Pierre sees enormous opportunities in cloud computing for reducing costs and optimizing processes. The cloud has come from concept to reality very quickly, and clients are eager to leverage its benefits. Many banks are hesitant to move forward too quickly with the cloud. Pierre helps his clients transition to cloud-based infrastructures and develop cloud strategies that satisfy their unique needs.

Virtualization

Most banks in France still have numerous branches and many still have local IT for each branch, which creates unnecessary management costs. Banks need to move to a more remote infrastructure, by regrouping IT systems in more efficient data centers, for example. Pierre just finished a major project for one of the largest banks in France, moving all of the branches' IT to central systems through Citrix and virtualization. The project will be a great success for the bank from a TCO standpoint; moreover, it will work just as well for other banks—and also for insurance companies.

IT Challenges

Pierre identifies companies' legacy environments as one of the major IT challenges facing his clients right now. Firms need to offer new services, including Web-based services, and yet most production and back-office environments are using 10 to 20 year old mainframe-based legacy systems. They want to upgrade to new platforms, but they also need to continue to perform all of the back-office activities on the existing mainframe/legacy environment. Pierre helps his clients implement hybrid delivery structures, mixing a cloud approach with some basic legacy activity until they can engage in major IT transformations for their core banking activities.
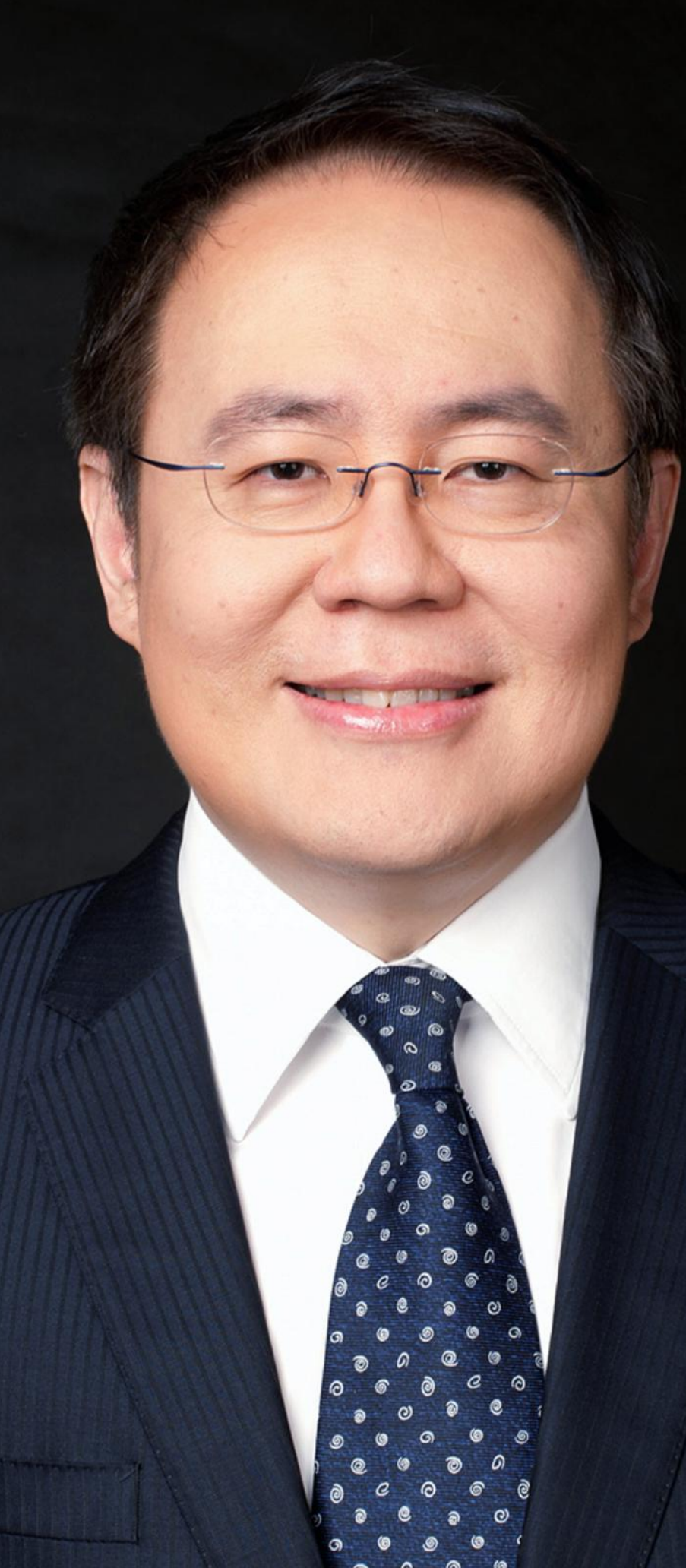
Daniel Choo

PROFESSIONAL SUMMARY
- More than 20 years of financial services industry consulting experience
  - SAP – Head of financial services industry consulting for China
  - IBM – Program Director and Architect
  - Accenture – Strategy Manager

INDUSTRY/BUSINESS FOCUS
- Financial services industry, including banking and insurance

AREAS OF EXPERTISE
- Complex business and IT transformation in multi-year, large-scale projects
- Future banking architecture and core banking strategy
- Multi-channel CRM and branch transformation
- Business Intelligence and data warehouse design
- Lending and risk management transformation
- Account and MIS system design and implementation
- Mergers and IT consolidation
- IT and architecture governance

CAREER HIGHLIGHTS
- Helped several top Asian banks transform and reengineer their business processes to support multi-channel business growth and increase market share
- Designed and led numerous large-scale projects across Asia in core banking transformation and IT architecture design, multi-channel CRM, business intelligence, data warehousing, credit risk management, general ledger redesign, and IT outsourcing
- IT adviser in architecture governance, business and IT value alignment, campaign management and business intelligence, mergers, and IT consolidation

EDUCATION
- Bachelor of Engineering, University of New South Wales, Australia
- MBA, Australian Graduate School of Management

Daniel Choo

Daniel Choo is an innovative IT consultant, specializing in creating powerful solutions that enable his Financial Services Industry (FSI) clients to achieve superior business value. Daniel leverages his extensive FSI project experience and knowledge to help his clients realize their organizational goals; he helps them develop and evaluate their strategic options for business and IT value alignment, as well as plan and execute business-led IT transformations.

IT is now seen by many organizations as a critical business asset and engine of innovation, despite the fact that it has often been regarded as an expense in the past. Daniel's goal is to help his clients use their IT assets to make their organizations more responsive and competitive.

> *"I see myself as an agent of transformation. The personal brand I would like to build with my clients is trust through proven experience."*

FSI Experience

Daniel works with FSI clients across the Asia Pacific region, helping them launch new products and achieve market leadership by developing multi-channel CRM strategies and implementing CRM technology. He has helped his clients transform their customer experience and improve sales and services with new call centers that leverage state-of-the-art campaign management technology.

Daniel has also helped clients become more competitive, by re-architecting IT systems for future banking and implementing core banking and financial management (general ledger) transformation. He led credit risk transformation and lending reengineering projects for numerous clients to improve their return on loan assets. He also implemented a merger and IT consolidation for clients during the 1997 Asian financial crisis. One of the best practices Daniel identifies as most needed by banks is IT architecture and governance, to create value by ensuring alignment between business and IT.

Innovation

Using IT as an enabler to differentiate and compete, especially in FSI, requires aligning and harnessing IT as an asset to deliver value. Daniel's clients face business challenges in launching innovative products and services quickly without being constrained by their legacy systems. This is especially important as competition intensifies with mergers and consolidations, along with new market entrants from foreign banks and new payment services from other industries. In meeting these competitive threats, a growing number of banks are taking aggressive steps to transform their businesses and making substantial investments in the process.

IT Challenges

As consumers become more Internet savvy and experience higher levels of connectedness and interaction through social media, FSI clients need to rise to the challenge. Daniel points out that customers expect banks to be responsive, interactive, multimedia savvy, and socially responsible. Therefore, banks need to rethink their business models and find the most effective ways to use IT to meet their customers' expectations. FSI clients can no longer move slowly in leveraging IT to become more competitive; rather, they need to engage rapidly with and collaborative and interactive solutions, as well as cloud technologies.

Jeffrey Cohen

PROFESSIONAL SUMMARY
- More than 20 years of management consulting and IT services leadership
  - Siemens Professional Services
  - McKinsey & Company, Business Technology Office
  - KPMG Consulting/KPMG Nolan Norton

INDUSTRY/BUSINESS FOCUS
- Industry areas of focus include banking, payments, capital markets, and insurance

AREAS OF EXPERTISE
- Infrastructure strategy, large-scale program management, SI, SDLC, and IT economics
- Outsourcing and offshoring

CAREER HIGHLIGHTS
- Helped corporate and government clients save billions of dollars on IT and improve capabilities
- Led and significantly increased revenues, profitability, and customer satisfaction in Siemens' North America Professional Services business
- Built and maintained best-in-class enterprise technology and IT benchmark models as basis of IT transformations and/or outsourcing while at KPMG Consulting and McKinsey & Company
- Reviewed/assessed more than 100 data centers across North America
- Led development and production teams at an investment bank to speed its core trading/settlement system

PUBLICATIONS
- *Paying Your Dues to Diligence*
- *Outsourcing: Renegotiating for Value*

EDUCATION
- Master of Management, Kellogg School of Management, Northwestern University
- B.A., Economics, University of Chicago

Jeffrey Cohen

Jeff Cohen is a problem solver. He is tenacious about creating the best client outcomes, but he is also forthright about his knowledge base, often collaborating with other technology experts. Jeff is an IT cost-reduction expert and business architect at the enterprise level, and he always puts his clients' interests first, choosing whatever solution best serves the client's needs. He understands enough about his clients' businesses to be a relevant partner for them.

Many clients are struggling with revenue. Everyone is looking for ways to win new customers and expand relationships with existing customers by offering new products and services. Jeff makes a point of knowing not only IT, but also his clients' products and services. This expertise allows him to evaluate their business needs and how IT fits into the equation.

> *"We have a belief in how you should manage technology. It allows you to automate. It allows you to provision much faster. It integrates all of your systems. We have intellectual property that no one else has."*

Cloud Computing

Building on the ability to "virtualize" servers and storage to run more/fewer instances of an application to increase hardware utilization, cloud-enabling applications, and data allows them to run in various locations, depending on availability, service levels, and cost. The move to virtualized hardware and applications automates ordering, provisioning, and decommissioning, freeing up IT employees to focus on innovation. The role of the CIO becomes that of a broker, delivering IT capacity from legacy environments—and private and public clouds—in a secure and predictable way.

Future Trends

One of Jeff's most important jobs is to help his clients think about their needs over the next few years and beyond. The movement toward Services Oriented Architecture (SOA) is one of the important future trends Jeff sees as relevant to his clients' businesses.

SOA allows customers to take the logic away from their business applications and have that logic reside centrally. The benefit is that individual applications becomes less complex and less costly to manage.

Multi-channel integration is another hot topic. Increasingly, customers want to interact with their banks, mutual funds, and insurance companies through a variety of media and platforms, whether through Facebook, on a website, via smart phone app, or simply by walking into a local branch. Customers want to be able to do the same things no matter what the medium. If they encounter long lines at the teller window, they want the convenience and flexibility to use smart phone apps to perform their transactions. Convergence of channel is key.

Data Center Transformation

A third trend impacting Jeff's clients is the next-generation data center. This is a way for clients to make money, save money, and be more environmentally friendly, all at once. HP has a strong vision of the data center of the future. In fact, we transformed our own organization, scaling back from 85 to just six data centers, and flattened the data network, saving money and reducing energy consumption. That's the kind of experience and knowledge that professionals like Jeff Cohen bring to clients, and that's why Jeff's clients see him as a trusted business partner.

Business Partner

With HP's broad product, software, and services portfolio, and the accelerating consolidation of the IT industry, Jeff sees his job as that of competent business partner and integrator. Clients want someone who can bring together best technologies and practices to design, deliver, and manage the best possible solutions to their business problems, regardless of where the technology comes from.

Ramesh Lekshmynarayanan

PROFESSIONAL SUMMARY
- More than 18 years of management consulting and IT services experience with HP, Accenture, Washington Mutual, and Merrill Lynch

INDUSTRY/BUSINESS FOCUS
- Banking, payments, capital markets, and insurance

AREAS OF EXPERTISE
- Core banking strategies, enterprise architecture planning, and IT portfolio optimization
- IT transformation, IT outsourcing advisory services, and core technology assessments
- Business alignment, operating model design, and IT governance

CAREER HIGHLIGHTS
- Global leader at Accenture for managed data services and enterprise data operations
- Led IT strategy/transformation projects for global clients across industries
- Helped corporate clients improve capabilities and save hundreds of millions of IT dollars
- Led IT portfolio rationalization program for Washington Mutual; responsible for $1.2 billion IT portfolio

Ramesh Lekshmynarayanan has broad experience with Fortune 100 clients. As an IT consultant, his areas of focus include IT strategy and enterprise architecture. He helps clients shape IT strategy and technology roadmaps at the highest level, with managed data services from both technology and process perspectives.

With his long experience in multi-channel banking, Ramesh helps his clients sell more products per account through IT innovation. He also helps them concentrate on branch productivity and cross-sell, along with online and mobile channels.

Strategic Growth

Ramesh is interested in his clients' problems and challenges around driving strategic growth and creating actionable plans that will impact strategic growth.

"We need to change the discussion in the industry from cost to growth. My clients see me as someone who can enable their growth. I can speak to the issues and challenges clients are facing in a very pragmatic manner, and that's where I have a lot of differentiation."

New Innovations

Ramesh sees the need to integrate new marketplace innovations with legacy platforms to address business goals and objectives. This puts significant pressure on technology, operations, and product executives in determining what capabilities they need to be more agile in the marketplace.

IT Challenges

Today's financial services clients have significant legacy technologies and platforms that are generating excessive data center costs. Ramesh helps his clients address the explosion of information within the enterprise—from storage and information management, to cloud computing technologies, to virtualization—so that they will be better able to achieve a lower cost footprint and expand into new areas more rapidly.

Philip Terbay

Philip Terbay helps his clients assess their IT needs—in the context of business objectives—and prioritize IT investments to create shareholder value. His goal is to enable financial services organizations to identify the key areas that can help them achieve their strategic priorities, by creating and executing plans to deliver desired results.

Philip has deep knowledge of IT strategy, portfolio performance management, IT M&A pre-merger planning and post-merger integration, ITSM, and infrastructure management. He also has experience in key applications areas of banking and capital markets businesses. Philip assesses business objectives and works with IT leadership to identify, define, and align strategic objectives, then applies the most appropriate capabilities and resources to deliver the appropriate technology solutions.

"Enabling IT organizations to identify and make investments, deliver on them effectively, and track their returns, is critical to driving shareholder value and continuous IT improvement."

Marketplace Changes

One of the major challenges Philip sees for his financial services clients is keeping up with competitive changes in their markets. Companies need to know what resources they have available to enter new markets, attract and retain customers, and develop new products, all while keeping pace with M&A, technology, and regulatory changes. Where gaps exist, financial institutions have to be able to identify non-competitive practices and pull investment dollars from those areas to invest in new, more competitive solutions.

Customer Analytics

Another area of opportunity for retail financial services firms is customer data and analytics technology. By making sure, for example, that a customer who inquires at a branch about a mortgage opportunity gets referred to a mortgage broker quickly and efficiently, banks can better exploit sales opportunities and enhance their technology ROI.

PROFESSIONAL SUMMARY
- More than 17 years of consulting and strategic technology planning experience
  – Deloitte Consulting – Technology strategy
  – Accenture – Strategic IT effectiveness
  – IBM – Software Division
  – Charles Schwab

INDUSTRY/BUSINESS FOCUS
- Financial services

AREAS OF EXPERTISE
- Banking, brokerage, and multi-channel strategies
- High-volume equity trading and middleware integration architectures
- IT service management
- Software and technology product management

CAREER HIGHLIGHTS
- Performed IT merger planning and assessment for a top-10 U.S. bank
- Built and maintained best-in-class enterprise technology and IT benchmark models
- Helped corporate and government clients save billions of IT dollars and improve capabilities

Christian Fischer

PROFESSIONAL SUMMARY
- More than 15 years of experience in IT consulting at HP
  - Consulting Partner, Middle East, Mediterranean, and Africa
  - Principal, Security and Risk Management Practice, EMEA
  - Solution Principal, Worldwide Identity and Access Management

INDUSTRY/BUSINESS FOCUS
- Financial services
- Telecommunications

AREAS OF EXPERTISE
- IT operations, consolidation, and systems management
- Security and risk management
- IT transformation
- Cloud computing

CAREER HIGHLIGHTS
- Led enterprise IT operations and security transformations in large Americas and European financial institutions
- Led regional consulting practices
- Helped build consulting solution portfolio

EDUCATION
- Computer Science degree, Berufsakademie, Stuttgart, Germany

Christian Fischer

Christian Fischer has built a multi-faceted career in IT consulting and integration services, developing highly effective solutions for large banking and telco clients in the Americas, Europe, and the Middle East and Africa. Christian is passionate about creating pragmatic solutions, and he applies his long and varied experience to ensure that the best practices he has developed are leveraged effectively in similar client challenges.

Cloud Computing

Christian is an outspoken evangelist for the benefits of cloud computing and shared services. He helps his clients use cloud services to standardize their infrastructures and achieve greater efficiency. Christian believes that the cloud is an effective means of transforming IT as an enabler for clients' businesses, starting out as a way to share services internally—and increasingly, externally.

> *"Cloud computing is the continuation of the shared services idea, and I think about how organizations can gradually eliminate silo IT solutions."*

Many technology companies are approaching clients with cloud-based solutions. Defining the right strategy, both internally and externally, is the key challenge. Telcos in particular often have independent operational structures. Christian helps his telco clients build cloud infrastructures to standardize internally to achieve significant operational improvements. With telcos defining their strategies in terms of what services to offer, Christian also helps them test their markets to determine where they can compete most effectively and with what portfolio of services.

Thought Leadership

Christian's specialty is identity and access management. He has led a number of significant projects throughout his career, and he continues to follow this interest with current projects. Given the rapid growth of mobile banking and new banking services, security and identity management are enormously important. Christian helps his clients use relevant technologies to develop effective solutions to these security challenges. A key guiding principle for Christian is that every solution always includes people, process, and technology aspects.

Business Continuity

Christian sees strong demand in the Middle East and Africa for virtualized desktop and server environments. Many of his clients are defining their future IT strategies and how to improve disaster recovery and business continuity. Christian helps them achieve more effective disaster recovery resources by defining the right level of converged infrastructure, choosing the right structure and, sometimes, locations for their data centers, and establishing appropriate connectivity requirements between data centers. Many of Christian's clients are seeking his help defining virtualization strategies and designing storage and network infrastructure facilities and data centers.

Converged Infrastructure

Many of Christian's large financial services clients require a clear concept of business continuity and availability of their application infrastructure. Clients often lack high-availability, disaster-tolerant environments, which are essential to financial services firms. Christian helps them migrate to converged infrastructures and fully virtualized environments by helping define and build the physical data center environment and designing the new infrastructure concept to include high availability and improved efficiency.
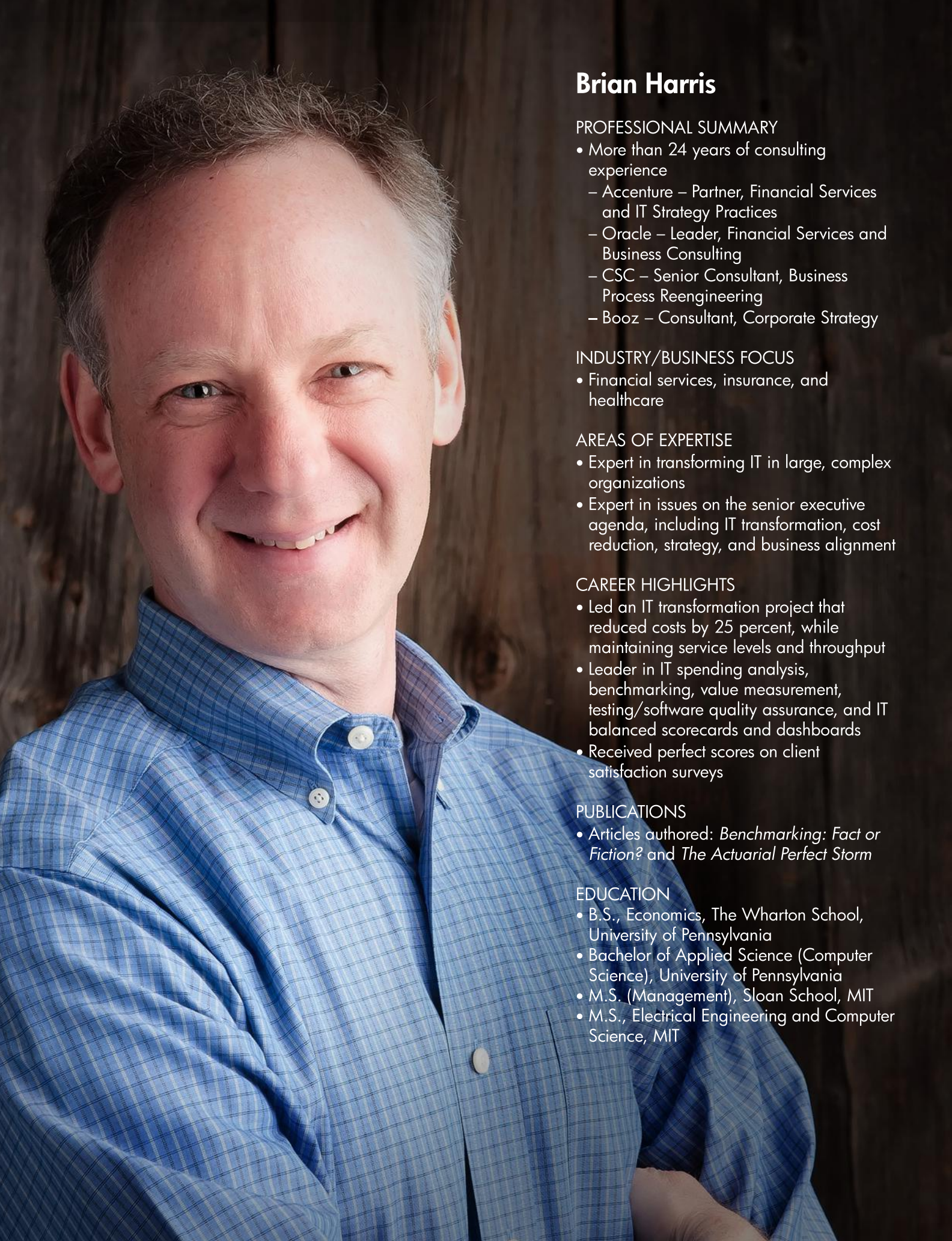
Brian Harris

PROFESSIONAL SUMMARY
- More than 24 years of consulting experience
  - Accenture – Partner, Financial Services and IT Strategy Practices
  - Oracle – Leader, Financial Services and Business Consulting
  - CSC – Senior Consultant, Business Process Reengineering
  - Booz – Consultant, Corporate Strategy

INDUSTRY/BUSINESS FOCUS
- Financial services, insurance, and healthcare

AREAS OF EXPERTISE
- Expert in transforming IT in large, complex organizations
- Expert in issues on the senior executive agenda, including IT transformation, cost reduction, strategy, and business alignment

CAREER HIGHLIGHTS
- Led an IT transformation project that reduced costs by 25 percent, while maintaining service levels and throughput
- Leader in IT spending analysis, benchmarking, value measurement, testing/software quality assurance, and IT balanced scorecards and dashboards
- Received perfect scores on client satisfaction surveys

PUBLICATIONS
- Articles authored: *Benchmarking: Fact or Fiction?* and *The Actuarial Perfect Storm*

EDUCATION
- B.S., Economics, The Wharton School, University of Pennsylvania
- Bachelor of Applied Science (Computer Science), University of Pennsylvania
- M.S. (Management), Sloan School, MIT
- M.S., Electrical Engineering and Computer Science, MIT

Brian Harris

Brian Harris is practical and pragmatic when it comes to helping his clients cut costs and improve results. He knows the financial services and insurance industries from both business and technology perspectives. He also has depth of knowledge in various finance topics, including enterprise risk management and asset liability management. Brian sees today's financial sector looking at risk not just within lines, but across lines, and his deep knowledge of IT systems allows him to help clients minimize that risk.

Discretionary Spending

Brian helps his clients balance discretionary and non-discretionary spending to maximize business priorities. For example, an insurance company might choose to deploy an Internet-based quote engine, or a claims application that runs on iPhones. The key is to take cost out of these non-discretionary projects and either return it to the bottom line or use it to fund additional discretionary projects. For non-discretionary or infrastructure spending, the goal is to reduce costs without creating a competitive disadvantage.

Lifecycle Approach

Brian helps his clients improve the effectiveness of delivery through the development lifecycle. The major content areas he sees include mobile computing and social media. He also helps his clients "re-platform" applications to make them more flexible to address customer engagement points.

Brian highlights five areas where he can help his clients satisfy business requirements and improve the user experience:

- Critical facilities – Green mandates are putting increasing pressure on CEOs to minimize power consumption.
- IT transformation – HP went from 85 data centers down to six and is uniquely qualified to help in this area.
- Security – News of a security breach at a financial services or healthcare firm can be disastrous to the firm's market position.
- Unix and Linux migration – Unix and Linux are less costly and faster to run for most organizations.
- Windows 7 and virtual desktop – Windows 7 provides a much better workforce employee experience.

"In the insurance industry, financial risk drives shareholder valuation. Hence, developing solutions that bring together people, processes, and technology to manage financial risk is an absolute necessity."

Thought Leadership

Brian understands the client's perspective, and he takes seriously the reputation HP has developed for having aggressive stances on contracts and master services agreements. He is a thought leader in understanding IT performance benchmark data and in moving organizations forward by determining practical, pragmatic actions to take based on a benchmark baseline. He wants to change the perception of IT from "cost center" to "value creator." If IT is doing its job, executives will increase funding because of the value that accrues to the organization.

Debra Picucci

PROFESSIONAL SUMMARY
• More than 15 years of enterprise sales and consulting experience

INDUSTRY/BUSINESS FOCUS
• Insurance, healthcare, retail, and manufacturing

AREAS OF EXPERTISE
• IT strategy
• Business transformation
• Focus on translating senior level executive business initiatives into actionable strategic plans for success

CAREER HIGHLIGHTS
• Established servicing model for client's IT team, reorienting client's thinking and aligning team with client-centric and business unit focus
• Defined, established, and provided oversight of service and operational level agreements aligned with client priorities and business initiatives
• Drove collaborative strategic and operational planning for client's IT team and business units
• Strong communication, relationship building, and negotiation skills

Debra Picucci helps her clients improve customer satisfaction by giving them the ability to share customer service resources within branch offices through virtualization, cloud computing, and software-as-a-service.

A highly creative IT consultant, Debra is always looking for new and novel ways to help her clients cut costs and improve service.

"Everything I do is about relationships and helping my clients succeed, because I don't succeed unless my client succeeds. I think being 100 percent committed to my clients' success is the only way to be successful."

Client Advocate
Above all else, Debra sees herself as a strong advocate for her clients. She helps them gain the capabilities they need while controlling costs and ensuring that vendor commitments are kept.

Customer Challenges
Debra's clients face significant challenges maintaining customer service levels while minimizing costs. She helps them develop effective solutions to address these issues through cloud computing and virtualization.

Marc Salvatini

PROFESSIONAL SUMMARY
- More than 28 years of industry experience and 10 years of consulting experience
  - CNA Insurance – VP, Operations and Systems
  - Zurich NA – SVP, Operations and Systems
  - Keane Consulting – Principal
  - Infosys Consulting – Principal

INDUSTRY/BUSINESS FOCUS
- Insurance: Personal and commercial, life, disability and annuity, reinsurance (domestic and international), and healthcare payer

AREAS OF EXPERTISE
- Mergers and acquisitions
- Business process reengineering
- Full insurance value chain, including transformation, cost reduction, technology and business alignment, pricing, risk engineering, risk selection, fraud control, and claims

CAREER HIGHLIGHTS
- Led a six-company merger – transformed large complex insurance organizations and developed supporting technologies
- Grew an insurance practice from one to 14 clients in three years

Marc Salvatini has worked at every level of the insurance value chain. His experience includes leading two multi-billion dollar insurance company merger integrations, from due diligence through full integration.

Marc's deep knowledge of the insurance value chain enables him to understand the industry at its most granular level. With most insurance companies still operating on legacy platforms, Marc helps them identify areas where they can get the greatest benefit from their technology expenditures.

"Insurance companies have a great deal of data, which is only valuable if it can be transformed into useful business information. I help create usable business intelligence out of these mountains of data."

Business Intelligence
Insurance companies derive their policy pricing information through actuarial—by taking data that has been turned into information, and then using technology to manipulate that information and determine appropriate pricing parameters to adequately price risk. Mark helps his clients enhance their IT efficiency, thereby reducing actuarial costs and increasing pricing accuracy.

Cost Containment
Insurance companies often fail to maximize profits due to high expense ratios. Marc helps his clients use technology to reduce their expense ratios by up to 72 percent.

The Cloud
The cloud is poised to make a tremendous impact on the insurance industry. Marc believes that insurance firms will move toward cloud-based policy administration engines that will eliminate enormous amounts of infrastructure and cost, which firms can then apply to new initiatives. Using cloud-based application providers, firms will acquire cloud-based services on a transaction basis to realize huge savings, as they will no longer need to invest in that technology themselves.

Alison Tran

PROFESSIONAL SUMMARY
- More than 10 years of professional experience, including six years consulting for defense/aerospace and commercial clients
- IT strategy consultant with a wide range of experience on federal, state, and commercial projects

INDUSTRY/BUSINESS FOCUS
- Insurance and financial services

AREAS OF EXPERTISE
- IT and business strategy, business process realignment, business architecture, technology adoption
- Project management
- Change management, group facilitation, and training curriculum development

CAREER HIGHLIGHTS
- Led multiple software rollouts across various industries supporting insurance, pharmaceuticals, and government clients
- Provided change management, IT strategy, business process improvement, and global supply chain services to various federal and defense agencies

Alison Tran has an extensive IT background in financial services—particularly in the insurance industry. With expertise spanning the business and technology sides of the industry, she brings to the table the ability to forge more productive collaboration between IT and business in pursuit of business goals.

Alison's strategy and business development experience includes business process re-engineering, change management, and global supply chain management. She has also worked with collaboration software tools and managed IT rollouts in both private and public sectors.

Custom Solutions

Alison is drawn to the agility of IT consulting work. With the extremely broad range of tools available to help clients enhance operational efficiency and reduce cost, she sees nearly endless opportunities for clients to improve customer service and the bottom line.

"I love taking a problem and breaking it down into actionable steps to get moving toward resolution."

Thought Leadership

Alison has the ability to identify global trends across multiple industries. She draws on her experience with other heavily regulated industries such as pharmaceuticals and the public sector to make comparisons and acknowledge the similar challenges that these industries face.

Business Issues

One of the greatest challenges Alison has experienced in financial services IT is the need to do more to attract the next generation of talent. With baby boomers beginning to retire, she sees the need to adapt to the needs of a new employee base as crucial to maintaining continuity of high-quality operations.

William Leemans

PROFESSIONAL SUMMARY
- More than 25 years of services business expertise at HP
  - HP Services Business Manager, Belux
  - General Manager, HP Customer Delivery Service, Belgium and Luxembourg
  - HP Consultancy Manager, Western Europe
  - Digital and Compaq, Technology Service Manager, Consulting and Integration Manager

INDUSTRY/BUSINESS FOCUS
- Financial services, including banking and insurance

AREAS OF EXPERTISE
- Client infrastructure
- End-User Workplace (EUW) transformations
- Organizational impacts of IT transformation
- Call-center implementations

CAREER HIGHLIGHTS
- Led EUW IT transformation, resulting in a 30 percent cost reduction
- Led massive workplace-of-the-future implementation

EDUCATION
- Industrial Engineering Electronics, Brussels

William Leemans

William Leemans is a veteran engineer, manager, and consultant, with a strong focus on applying technology to achieve bottom-line business results. William's banking clients rely on him for unbiased advice on the best ways to upgrade their legacy systems to more efficient virtualized systems. His high success rate makes him a trusted adviser for resolving critical client situations.

Banking Solutions

William has considerable expertise developing solutions in a variety of industries, including banking, and he is very effective at initiating lowest-cost solutions. In one assignment with a large European bank, for example, he initiated a Windows 7 upgrade in which he was able to cut the cost by 50 percent—from $42 million to $21 million—by changing the delivery method.

> *"I have a strong track record with my clients because I can keep some distance between high technology—the very complex things that happen behind the scenes—and the ground-level actions that need to be taken to achieve results."*

Budget Constraints

Companies in every industry are working with constrained budgets, and yet they still need to invest in new infrastructure. William helps his clients acquire new capabilities and lower costs in the process. He helps his banking clients drive their businesses from an IT standpoint while cutting costs, allowing them to go beyond maintenance to acquire new capabilities.

IT Challenges

One of the main challenges William sees for his clients is moving away from spending excessively on maintaining their IT environments. One of the major sources of high costs in large IT organizations is custom applications. Firms often prefer custom apps based on the belief that they are superior to off-the-shelf

solutions. William helps his large banking customers move toward much greater standardization in their IT organizations, thereby reducing maintenance costs dramatically.

Another challenge for clients is reducing their carbon footprints. Many firms now have quotas for green energy usage and, therefore, need to reduce their power consumption. A third challenge is the need to avoid losing market share by becoming more agile in terms of acquiring new consumer banking applications quickly. Many banks have difficulty keeping up because of the need to maintain costly legacy IT assets. William helps his clients achieve advanced electronic banking capabilities at the lowest possible cost.

Virtualization

In banking, much of the software used today is far too costly. William is helping his clients reduce cost by virtualizing and optimizing their data centers. Many banks are moving aggressively to virtualized data centers, but they are incurring excessive costs in the process. In large organizations, for example, power costs required for IT are often much too high. William helps his clients optimize their systems, thereby minimizing their cost/performance ratios.

Tiziana Natale

PROFESSIONAL SUMMARY
- More than 15 years of consulting experience
  – SIA Group – Chief Compliance Officer
  – Accenture – Senior Manager, Financial Services Practice
  – KPMG – Senior Manager, Risk Management Practice

INDUSTRY/BUSINESS FOCUS
- Financial services industry, including banks, wealth management, consumer credit, issuers, and acquirers

AREAS OF EXPERTISE
- Financial markets, payments solutions, and credit and debit cards
- Business cases and software selection for Business Process Outsourcing (BPO) and IT Outsourcing (ITO) deals
- Asset management processes and solutions
- Resources management and organizational growth management
- Business development
- Operational risk assessments

CAREER HIGHLIGHTS
- Project managed complex projects including technology, organization, and processes
- Sales planning and growth management
- Internationalization of mid-sized Italian bank branches opened and managed in Warsaw, Budapest, and Bucharest
- Managed teams of up to 60 people in several countries

EDUCATION
- Computer Science and Mathematics degree, Milan University
- Executive management programs at Harvard Business School, Insead, and St. Charles Accenture Educational Centre

Tiziana Natale

Tiziana Natale looks at IT and business problems from a macro perspective. This view of her clients' needs enables her to create unique, highly workable solutions to their business issues, whether they need a single specific storage product or device—or completely new systems.

IT Consolidation

Tiziana helps her clients enhance revenues and reduce costs through IT reorganization and consolidation. For example, she managed the migration of 15 foreign branches of an Italian bank—including Singapore, New York, and London—to a single IT system. She demonstrated a compelling business case for the migration by showing managers the scale of the savings they could expect and the improvements in the workflow management of the remote branches.

"One of the ways I add value is through my personal approach to client engagements. I listen to my clients' needs and understand the complexity of their organizations. In many cases, deals are lost because of a weak understanding of organizational needs. I focus on getting everyone involved working toward the same objective and the same results."

Paperless Office

Currently in Italy, there is a strong push toward reducing the use of paper documents, and Tiziana is actively engaged in this initiative with her clients. One solution she is helping them implement is the use of tablet devices and digital signatures in bank branches. The result will be a significant reduction of bank offices' cost of managing paper.

Software Upgrades

Tiziana sees a concerted effort in Italy to modernize software applications. Many organizations are using applications that were developed more than 20 years ago. Tiziana's clients are undergoing significant product innovation initiatives. Within the past five to seven years, Italian banks have seen a significant economic slow-down, and every organization is looking for ways to reduce costs. Tiziana helps her clients realize significant savings by helping them prioritize their software upgrades and explore innovations such as cloud computing, which can impact their costs significantly.

Market Dynamics

In the Italian market, including the majority of Western countries, IT is becoming a commodity. Low cost is key. On the other hand, financial services is still one of the few market segments that is growing. Banks are moving toward IT architectures that give them the freedom to change their business applications without any constraints and with a strict time-to-market. Tiziana helps her clients match business needs with IT transformation opportunities and provides them with value-added services that enhance their ability to optimize costs and benefits.

IT Challenges

Many of Tiziana's clients are exploring alternatives to the conventional mainframe concept, especially cloud computing. In Europe, companies are moving toward a pay-per-use cloud-computing model, and many banks in Italy are initiating pilot projects in this area. Italy may not be ready for the public version of the cloud in the financial services sector, but the private cloud could be a strong enabler.
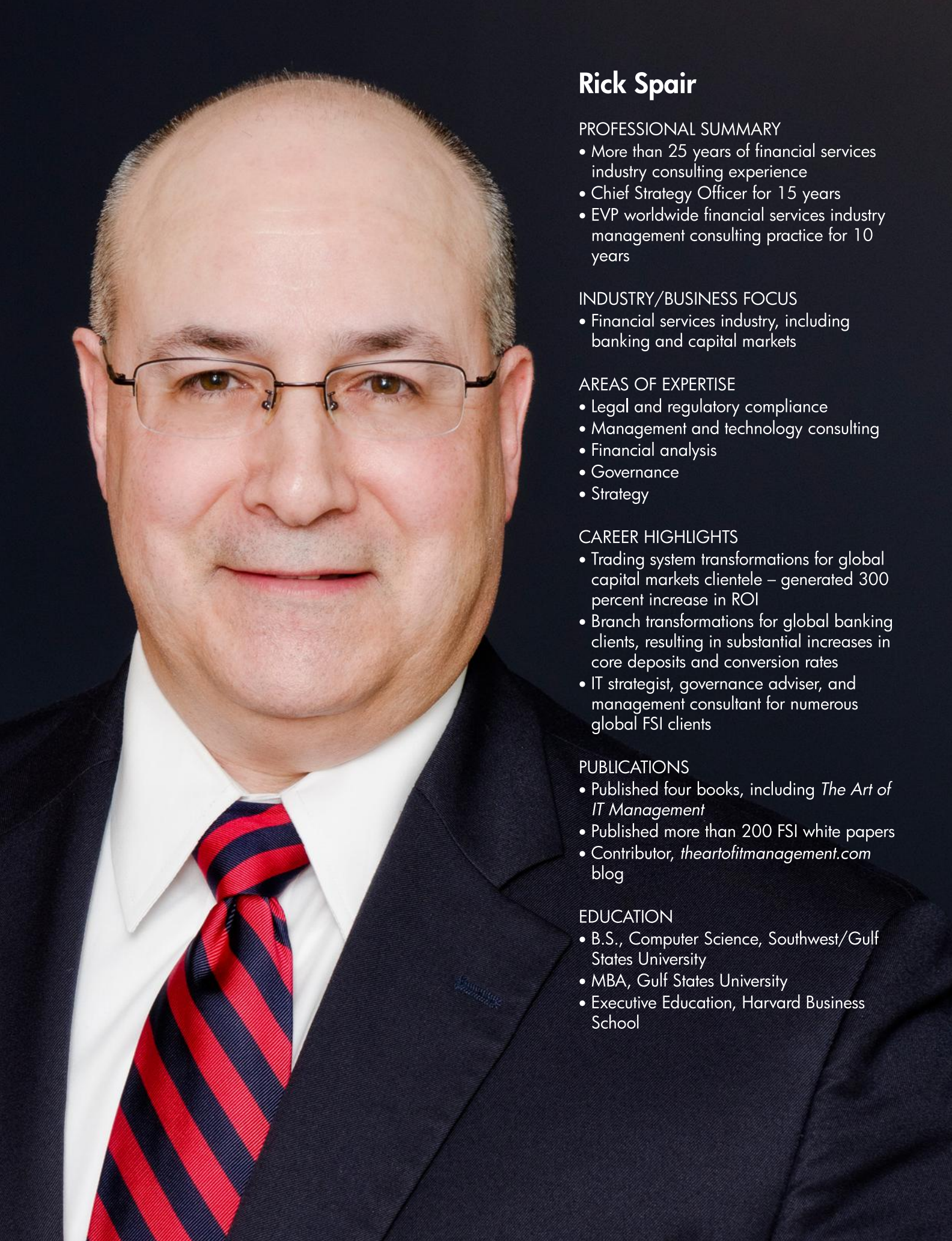
Rick Spair

PROFESSIONAL SUMMARY
- More than 25 years of financial services industry consulting experience
- Chief Strategy Officer for 15 years
- EVP worldwide financial services industry management consulting practice for 10 years

INDUSTRY/BUSINESS FOCUS
- Financial services industry, including banking and capital markets

AREAS OF EXPERTISE
- Legal and regulatory compliance
- Management and technology consulting
- Financial analysis
- Governance
- Strategy

CAREER HIGHLIGHTS
- Trading system transformations for global capital markets clientele – generated 300 percent increase in ROI
- Branch transformations for global banking clients, resulting in substantial increases in core deposits and conversion rates
- IT strategist, governance adviser, and management consultant for numerous global FSI clients

PUBLICATIONS
- Published four books, including *The Art of IT Management*
- Published more than 200 FSI white papers
- Contributor, *theartofitmanagement.com* blog

EDUCATION
- B.S., Computer Science, Southwest/Gulf States University
- MBA, Gulf States University
- Executive Education, Harvard Business School

Rick Spair

"Agnostic integrity" is the best reason to engage HP Consulting Services, according to Rick Spair. HP professional consultants are focused on providing the best possible outcome for clients. His job is to do whatever it takes to help his clients succeed.

Rick has 25 years of experience in the financial services industry, specifically banking and capital markets. He has been involved with complete project lifecycles in technology, as well as management consulting, regulatory compliance, legal compliance, financial analysis, and auditing. He knows how to create strong alliances with vendors, solution providers, and software companies. He also knows how the HP solutions portfolio fits into our clients' business strategies.

> *"Coming from a management consulting background, my process is to sit down with a client and have a very business-centric discussion."*

Rick acts as a full business partner with his clients, engaging in business-level discussions on managing risk. His focus is not on selling products, but rather on ensuring the best results for the business.

Customer Successes
Rick has helped clients achieve substantial increases in profitability, through trading platform transformations, for example. By working with clients to implement changes, he has helped them realize ROI as great as 300 percent.

Important Business Issues
Some of the business issues facing Rick's clients include operational and technology risk management, regulatory compliance and reporting, profitability, financial risk management, shareholder value, transactional cost analysis/control, and governance.

Best Practices
Best practices, according to Rick, are most beneficial when they are absolutely relevant to the business strategy and the client. In his book, *The Art of Management Best Practices and How Not to Actually Use Them*, he argues for finding out what solutions are going to fit the business problem and then, if there are best practices that tie into that, proceeding accordingly.

Market Dynamics in the Industry
One of the big trends Rick sees in capital markets has to do with data—the convergence of multiple points of information. Data is the lifeblood of every financial services company, and firms are now gathering data from every conceivable part of the organization, aggregating and manipulating it, and then dashboarding it to enable better decision making. Financial services firms are looking to leverage data. Some capital markets entities want to monetize their data, taking information that they have in the organization and providing it as a service/resource to the world.

Risk Management
Other meaningful trends Rick sees within the financial services industry include risk management and data center transformation. Today's businesses are concerned with domestic and global reporting around regulatory compliance, data accuracy, data integrity, and data governance. A great deal of architectural planning needs to be done around these issues for IT. Rick helps his clients create and implement risk management roadmaps. Data center transformation is a focal area, given aging infrastructures and the need to store and access more data, in addition to energy savings benefits. These are the challenges that clients are working with. Rick Spair is here to help.

John Russo

PROFESSIONAL SUMMARY
- More than 30 years of financial services and consulting expertise at HP, Hitachi Consulting, HCL Technologies, Perot Systems, and KPMG Consulting

INDUSTRY/BUSINESS FOCUS
- Banking, capital markets, and insurance

AREAS OF EXPERTISE
- IT transformation, technology assessments, and outsourcing strategies

CAREER HIGHLIGHTS
- Led a large client and consulting team through four large financial services mergers
- Led the strategic roadmap plan and infrastructure for the spin-off of a global payment processor
- Led several large ITO and business process outsourcing engagements including on, off, and near shore models
- Led numerous systems integration projects across capital markets, retail, and wholesale banking applications

John Russo's deep knowledge of the financial services industry comes from working for many years on the client side. John has a solid reputation in banking circles, having developed close industry relationships by delivering quality solutions.

"Too many folks in our industry hear what they want to hear. I listen to what clients are saying to get a clear understanding of what they need."

IT Challenges

John sees cost containment as one of the major factors impacting the financial services industry. Cloud computing is one of the promising technologies being developed to help cut costs and increase sustainability.

Another IT challenge John sees facing banks and financial services firms is achieving interoperability among systems. Despite significant advances in this area, many firms still have IT systems that do not "talk to each other." Streamlining infrastructure so that it is truly interactive requires careful planning and implementation. Security is also an important concern, especially with the rapid movement to the cloud. Without adequate security, any institution is just one hacker attack away from disaster.

Data Center Consolidation

For the top 20 banks worldwide, data center consolidation is a top priority for two reasons:
1. Companies cannot afford the energy costs of inefficient server farms.
2. The drive toward sustainability. As energy costs continue to rise, the imperative to become more efficient will only increase. John helps his clients create a roadmap for successful data center consolidation.

Customer Retention

The number-one goal of every financial services CEO is customer acquisition and retention. This imperative has become increasingly difficult given extremely competitive services and pricing. For this reason, banks and other financial services firms need more effective business intelligence capabilities. John has extensive experience in this area and helps his clients achieve the capabilities they need at a cost they can afford.

Nobuyoshi Takuma

PROFESSIONAL SUMMARY
- More than 25 years of consulting and management experience
  – Accenture – Consulting Partner
  – Bay Current Consulting – Consulting Partner
  – Hitachi Consulting – Managing Director, Financial Services Industry Group

INDUSTRY/BUSINESS FOCUS
- Financial services
- Public sector

AREAS OF EXPERTISE
- Business and IT transformation
- IT strategy, planning, and governance
- Business process reengineering

CAREER HIGHLIGHTS
- Lead consulting partner of ERP, CRM, and IT governance and planning for financial services
- Lead consulting partner of CRM, intelligent transport system, and business process reengineering for public sector
- Developed and managed business and IT cost reduction plan for a large bank in Japan
- Managed the business and IT transformation of a large accounting system that included International Financial Reporting Standards (IFRS) and a human resources system
- IT planning and IT transformation adviser for various clients

EDUCATION
- B.S., Industrial Engineering, Aoyama Gakuin University

Nobuyoshi Takuma

Nobuyoshi Takuma is a professional business consulting partner with 25 years of experience as a business and IT consultant. Nobuyoshi is a prominent thought leader in the Japanese financial services industry, supporting financial institutions in financial regulation matters, globalization, and profitability improvement. He has deep experience with consulting projects, including business process reengineering, corporate governance, business strategy and IT governance, IT strategy, and IT transformation. He also has significant industry knowledge in the financial services market, especially banking, capital markets, leasing, and credit cards.

Cost Reduction

Cost reduction is a high priority for financial institutions. Nobuyoshi has extensive knowledge of cost reduction methodologies, including business costs and IT costs. He also has experience raising clients' performance, using BPR, BPO, and ITO.

Global Business Model

The Japanese financial market is facing three significant challenges: new regulations, profitability, and globalization. Nobuyoshi believes that Japanese financial institutions need to move from their traditional business model to a high-performance global model.

> *"I am a trusted business and IT adviser to my clients. Using advanced consulting methodologies and deep industry knowledge, I am always looking for ways to help my clients succeed."*

IT Challenges

Nobuyoshi sees a number of IT challenges facing Japan's financial services industry. Many Japanese financial institutions try to change and expand their business models. One of their approaches is business consolidation with other companies. Firms undergoing M&A will face the issue of system consolidation. Nobuyoshi believes that they need a partner with both adequate industry skills and deep IT skills, including IT transformation and migration, application systems, infrastructure systems, and data center consolidation.

Communications Innovation

In terms of sales growth, Nobuyoshi identifies the "multi-channel network" as the key to transforming financial institutions' business models. His broad experience in communications technologies is also a strong benefit to clients. Using various communications networks, including voice, video, online, mobile, and social media, for both customer communications and companies' internal communications, Nobuyoshi helps his clients transform their business models for greater effectiveness.

IT Governance and IT Architecture

Nobuyoshi has deep experience building IT governance structures and architectures for clients—especially financial institutions. These firms need to establish strong IT governance structures, to maintain compliance with financial regulations and maintain competitiveness.

Business and IT Transformation

Nobuyoshi has a great deal of experience with business and IT transformation, including planning and managing business layer, application layer, and IT infrastructure layer transformations.

Paul Zwolsman

PROFESSIONAL SUMMARY
- More than 22 years of consulting and IT services experience
  - IBM Global Business Services – Partner, Financial Services
  - IBM Global Technology Services – Service Management Executive
  - McKinsey & Company – Associate Partner

INDUSTRY/BUSINESS FOCUS
- Financial services
- Insurance

AREAS OF EXPERTISE
- IT strategy and governance
- IT transformation
- Service management
- Outsourcing

CAREER HIGHLIGHTS
- Led IT consulting engagements in Internet banking, customer centricity, payments, and service management
- Successfully completed multiple large IT transformation projects with financial institutions
- Managed international IT delivery organization
- Conducted strategy consulting engagements in retail channel strategy, mortgage process redesign, and asset and liability management

EDUCATION
- Accelerated Development Programme, London Business School
- MBA, Rotterdam School of Management
- MSc., Computer Science, Twente University of Technology

Paul Zwolsman

Paul Zwolsman combines strong analytical capabilities with solid delivery experience. He has led consulting engagements in banking and insurance ranging from business strategy to IT operations. Paul has a track record of delivering IT transformation programs and has hands-on experience managing large international IT organizations. He always puts his clients' interests first and is pragmatic and tenacious in delivering value for his clients.

Industry Challenges

European financial institutions are wrestling with multiple simultaneous challenges. First, they need to regain customer confidence that has been lost during the financial crisis. They need to do so by refocusing on their customers through more meaningful and differentiated interactions. This requires channel optimization and integration, customer analytics, and segmentation, for which IT is a key enabler.

Second, many European financial institutions need to reduce costs to repay state funding and improve their cost/income ratios. They can increase efficiency through business process redesign and straight-through processing, where business processes become automated. IT itself is a significant component of costs for financial institutions, which can be optimized through consolidation and virtualization, as well as migration to more cost-efficient open environments.

Finally, financial institutions need to meet increasingly stringent regulatory requirements. Risk and compliance demands are growing rapidly. Financial institutions should ready themselves for additional regulation to come by laying a solid IT foundation now.

Value Delivery

Paul has helped his clients analyze challenges and define solutions in each of these three areas. He is a strong believer in leveraging best practices from financial institutions in other geographies and adjacent industries to find proven solutions. This is one of the benefits of engaging a consulting firm that has a strong reference base of projects. Paul translates client solutions into roadmaps and detailed action plans and helps his clients realize these plans. He considers a consulting engagement to be a success only if the subsequent implementation project delivers the business benefits that were formulated at the outset.

> *"I think that, in the end, a consulting engagement is only successful if it leads to an implementation that provides real business value to the client."*

Complexity

The IT industry has embarked on a new change trajectory, driven by technological advancements such as consolidation and virtualization, converged infrastructure, cloud computing, service orientation, Web 2.0, and the proliferation of social media. This creates increasing complexity in the areas of business-IT alignment, governance, architecture, service management, and security.

Paul helps his clients manage complexity by acting as an integrator between his clients' issues and the vast array of available technological solutions.

Mark Fitch

PROFESSIONAL SUMMARY

- More than 20 years of experience in management consulting and technology
  - HP – Partner, Technology Services Consulting, U.K.
  - BearingPoint – Director, communications and media industry, U.K.
  - Cassium – Director, cloud computing and telecommunications consulting
  - Accenture – Senior Manager, mobile, wireless, and machine-to-machine communications in Europe

INDUSTRY/BUSINESS FOCUS

- Communications, media, and entertainment

AREAS OF EXPERTISE

- Technology strategy
- New product and service innovation
- Advanced infrastructure and cloud computing
- Digital transformation and new media
- Next-generation customer relationships

CAREER HIGHLIGHTS

- Led the IT strategy and transformation of the digital organization of a media company
- Led a three-year transformation program for a fixed-line operator, covering the strategy and implementation of an e-channel
- Led the creation and launch of an innovative cloud services business, targeting the mid-market
- Led the delivery of a transformation program, delivering advanced management information to the business

EDUCATION

- B.S., Computer Science, Brunel University

Mark Fitch

Mark Fitch is an entrepreneurial, results-oriented management and technology consultant with more than 20 years of experience helping his Communications, Media, and Entertainment (CME) industry clients embrace technology-driven new market opportunities. Mark specializes in the "art of the possible," creating a compelling case for change and leading transformation to deliver sustainable value. He understands the potential of leading-edge technologies to deliver competitive advantage, agility, and innovation, and he has the expertise to translate this potential into commercial reality.

Transforming IT

Mark has identified adapting to the new economics of the digital world as the major challenge facing his clients. Firms need to deliver an engaging and personalized customer experience, requiring significant creativity and innovation to deliver new products, services, and content.

Mark's clients need to stay lean and agile to remain competitive and respond to new market opportunities. Transforming IT to meet these challenges will be fundamental to CME organizations competing in the twenty-first century.

> *"Change is constant. Actively engaging all client stakeholders—business, IT, and end customers—throughout the transformation journey is a critical success factor."*

Market Dynamics

Telecommunications companies are competing fiercely in mature Western markets. The customer experience is critical to building and maintaining loyalty and reducing churn. Smart phones, mobile data, convergence, and emerging areas such as M2M (machine-to-machine) and cloud services are key growth areas. Moreover, the digitization and unbundling of content is reducing significantly the value of digital revenue streams compared to those of conventional media. Mark's media and entertainment clients are responding by digitizing their entire supply-chains, experimenting with new business models, and improving customer intimacy by engaging them across increasingly diverse channels.

IT Challenges

One of the greatest challenges Mark's clients face is agility—being ready to exploit new opportunities quickly and efficiently. Legacy infrastructure, inadequate processes, and outdated organizational structures and skills make this a difficult issue to address effectively. Mark's clients also face daunting security threats from new viruses, denial of service attacks, and IP and information theft. These threats will only increase with rapidly growing amounts of digital content, further automation of industry-wide processes, and proliferation of embedded devices.

Business Challenges

CME clients face significant business challenges, including new competitors who are encroaching on their traditional markets. Hence, Mark's clients need to find ways to out-innovate these new market entrants and leverage their core strengths, including brand, marketing, customer relationships, and next-generation networks. Preventing customer churn is another major challenge. The customer experience is crucial. Developing a consistent, compelling experience across all channels will improve customer retention, while supporting sustainable market growth.

Future Growth

Agility and innovation are common themes for the growth agenda of Mark's CME clients. HP's comprehensive offerings, including converged infra-structure, cloud computing, mobility, collaboration, connectivity, and security provide the enabling infrastructure that can fuel growth. Backed by market-leading consulting skills, Mark and his team have become trusted advisors and partners to HP clients, helping them navigate their business and IT challenges and delivering transformation results that will create a step-change in their performance.

Gabriele Jeuter

PROFESSIONAL SUMMARY
- More than 20 years of experience in IT consulting and project management
  - BMW Group – Service Manager and Project Manager for Softlab/Cirquent
  - Stahl – Quality Manager for software development projects
  - Grundig/Philips – IT Adviser and UNIX Administrator

INDUSTRY/BUSINESS FOCUS
- Telecommunications, including mobile operators and service providers
- Financial services

AREAS OF EXPERTISE
- Managing complex IT projects (local and international)
- Change and process management
- IT transformation

CAREER HIGHLIGHTS
- Managed IT projects for several Austrian and international telco operators
- Led change management during the implementation of an IT transformation project for large European bank
- Led IT transformation programs for several large enterprise customers in Western Europe

Gabriele Jeuter

Gabriele Jeuter is an agile, forward-looking IT and business consultant. With more than 20 years of experience in IT, Gabriele has a broad background in technology and processes. She specializes in helping her telecommunications and banking industry clients leverage IT resources to achieve business objectives such as enhancing innovation, reducing costs, and mitigating security risks. Gabriele enjoys the fast pace of IT, including its opportunities for research and development.

Client Engagement

Gabriele is very adept at maximizing engagement with client staffs. During a multi-million dollar IT transformation project with a major European bank, for example, she helped the client implement the changes by leading change management and project communication efforts.

The project had a significant impact on the client's IT processes and service level agreements with internal customers. Gabriele generated a sense of ownership by helping the client change processes, thereby increasing speed and predictability, while keeping employee engagement high.

> *"Throughout my professional career, I have worked with external customers, helping them solve their IT and budget issues. I am very self-reliant, and I take leadership and responsibility. I'm strong on execution, and I always deliver on my promises."*

Market Dynamics

Central and Eastern European countries are still experiencing above-average growth rates. Gabriele's customers want to take advantage of these growing markets, and they rely on her expertise to help them develop sustainable solutions. Other customers (mainly Western European customers with branches in Central and Eastern Europe) are facing the need to reduce costs and consolidate. Gabriele helps them achieve these goals by leading their IT transformations and consolidations.

Business Issues

Clients in Central and Eastern Europe need to reduce costs. They want to consolidate their infrastructures and reduce operating expenses. At the same time, there is a growing demand in some Eastern countries for infrastructure and investors who want to generate business by building new data centers and offering hosting services. Gabriele helps them lead and validate efforts around validation of land and recommends different types of data centers.

IT Challenges

IT consolidation is new to most of Gabriele's clients, with some facing cost measurement for the first time—often at the urging of Western European home offices. Expectations are high, and customers want to follow Western European standards of excellence. Cloud computing is a leading topic, with many enterprise customers beginning to express interest in the possibilities that cloud computing offers them and their customers.

Many clients are also facing security issues and need to comply with international security standards and regulations. Gabriele has the skills and capabilities to address these needs, helping her clients establish plans and strategies to leverage the new technologies to help meet their security challenges.
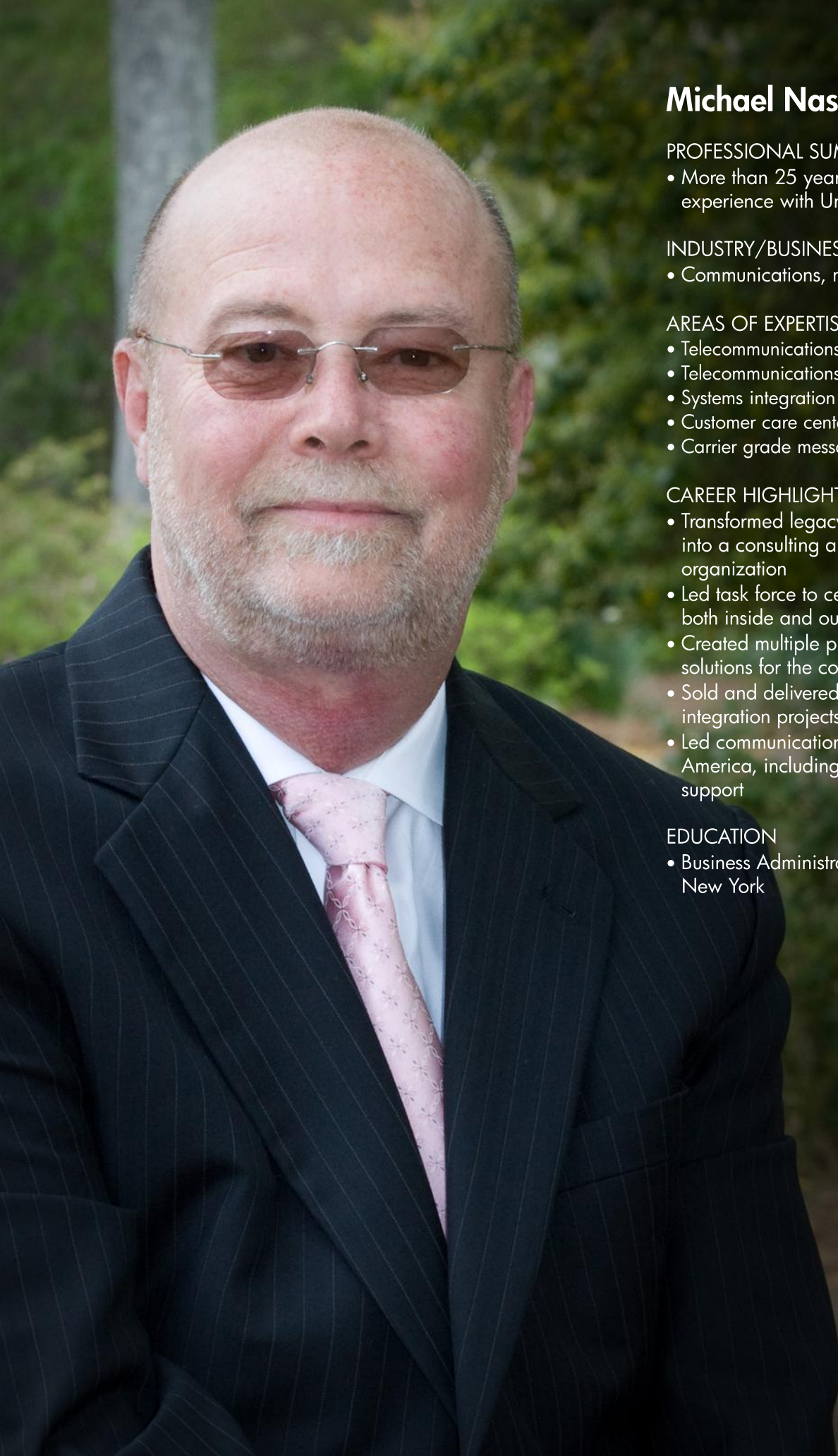
Michael Nash

PROFESSIONAL SUMMARY
- More than 25 years of consulting experience with Unisys

INDUSTRY/BUSINESS FOCUS
- Communications, media, and entertainment

AREAS OF EXPERTISE
- Telecommunications OSS/BSS
- Telecommunications networks
- Systems integration
- Customer care centers
- Carrier grade messaging solutions

CAREER HIGHLIGHTS
- Transformed legacy hardware organization into a consulting and solutions led organization
- Led task force to certify project managers both inside and outside of the company
- Created multiple practices to provide solutions for the communications industry
- Sold and delivered multi-year system integration projects
- Led communications division for North America, including sales, delivery, and support

EDUCATION
- Business Administration, State University of New York

Michael Nash

Michael Nash has 25 years of experience in the communications, media, and entertainment (CME) industries, including sales, solution development, and delivery. Michael has led the communications division of a large IT company, giving him considerable expertise at building new practices around customer needs. He brings the benefits of this expertise to his consulting clients. Michael is equally comfortable working on strategy and implementation. He has built call center practices for the telco space, assembling partnerships and contracts to address his clients' business issues.

Michael has significant experience building and delivering customer messaging solutions, including software, hardware, networking, and devices. He has worked on both the strategy and implementation sides, and he understands how to work effectively with IT planning as well as equipment and service vendors.

Trusting Relationships

Michael's process is simple: he listens to the customer to understand what their issues are, then develops a complete solution for the whole problem, not just part of it. He concentrates on building trusting relationships with his clients as the basis of creating successful solutions to their business problems and delivers them on time and within budget.

Broadband Demands

One of the major trends Michael sees in CME is increased investments in broadband. Wireless companies are expanding their networks as quickly as possible to handle the very high speed data demands of 4G protocols. One of the wireless carriers' greatest challenges is accommodating bandwidth-intensive movies and video, which have increased significantly with the growth of on-demand viewing. Also, people are watching movies while performing other data-intensive tasks, resulting in much greater total bandwidth demands. All of the major carriers are struggling to keep up, and Michael's clients are making major investments on the broadband side.

Building the Cloud

Another significant trend for carriers is building the cloud for enterprise business customers. With wireline business decreasing steadily, the wireline companies are looking for ways to offset their shrinking customer base. They're building data centers to put applications in the cloud and sell them back to their enterprise business customers.

> *"I am extremely honest with customers. I am not afraid to say that I don't have the right solution for them if I don't."*

Data Center Transformation

Michael is also involved in significant data center transformation activities. With the economy beginning to grow again, business is increasing. Major carriers have stopped losing customers and started gaining them again. Michael's clients have large amounts of old equipment involved in the network, and they're running out of space in their data centers; hence, the need to virtualize is more pressing than ever. Some carriers are building data centers worldwide, to service their broadband business customers.

Deborah Carlin

PROFESSIONAL SUMMARY
- Twenty-eight years at HP, including 20 years in consulting and 13 years in the telco industry

INDUSTRY/BUSINESS FOCUS
- Communications, media, and entertainment
- Telecommunications

AREAS OF EXPERTISE
- Complex program management – PMP certified
- Alliance and partner management
- Data center management
- Solution delivery management

CAREER HIGHLIGHTS
- Built and led global teams to design and implement business process resilience programs
- Designed and built multi-million dollar PMOs and project management practices
- Led the design and implementation of network operating centers
- Managed large-scale international data center splits (consolidation, transformation, and migration) for major telco spin-offs
- Led key initiatives program (cloud services and joint cost optimization) for major outsourcing services clients around the world

Debbie Carlin has deep experience managing large telco data center divestitures, helping her clients realize significant cost savings in the process.

When Debbie goes to work for a new client, she puts herself in the role of a colleague, acting as a trusted adviser to the business executives she supports. Providing effective coaching and advice is possible only if clients trust her judgment. Debbie takes her role seriously, and she is tenacious about gaining and keeping her clients' trust.

Debbie is inspired by working at the "leading/bleeding edge" of technology. With so many rapid advances in telecommunications, communications media, and entertainment, every day brings new changes that affect her clients' businesses.

"My clients know that whatever I do is in their best interests. My objective is to stand by them and help them make their businesses better, using the information that I provide."

The Customer Experience
Debbie believes that market share is ultimately a matter of quality services and customer satisfaction, and that keeping customers happy means providing outstanding customer support. She sees honest, unvarnished advice backed by knowledgeable, state-of-the-art technical expertise as the most valuable thing she can offer her clients—it's what enables her to help them achieve their objectives.

Future IT Challenges
Debbie realizes that her customers must now do more with less. Today's customers need more capacity, more availability, better agility, faster business performance, and better cost optimization. HP's timely and accurate response to their needs can make a difference in their continued success.

Carla Russell

PROFESSIONAL SUMMARY
• More than 15 years of industry experience with Sprint, Embarq/CenturyLink, and Oracle

INDUSTRY/BUSINESS FOCUS
• Communications, media, and entertainment

AREAS OF EXPERTISE
• Network
• Process improvement
• Business intelligence
• Messaging

CAREER HIGHLIGHTS
• Led product offer rationalization transformation post Sprint spin-off
• Led CEO-sponsored end-to-end business intelligence project to overhaul a high-speed Internet product enterprise-wide
• Managed voice product portfolio P&L worth $2.3 billion with six million customers
• Consistently selected to lead business-impacting initiatives with aggressive timelines
• Board of directors for messaging industry

Carla Russell is a holistic problem solver. She helps her telecommunications industry clients solve their larger IT challenges rather than simply "putting band-aids on them."

Holistic View

Carla has wide-ranging experience across a variety of positions. She has led enterprise-wide business improvement initiatives, interacting with network and IT managers, as well as finance and marketing departments. Hence, she has a deep understanding of how the competing objectives of various business units can end up working against organizational goals. She takes a holistic view of IT problems, ensuring that the solutions she creates get to the root of the problem.

"I'm passionate about solving my clients' problems, and I want to do the right thing. They know I've sat on their side of the table, and that I understand their pressures and the problems they're trying to solve."

IT Challenges

Carla sees a number of future IT challenges facing her clients, especially around ensuring security, managing capacity, differentiating service offerings against competitive offerings, and generating new revenue streams.

Sean Sullivan

PROFESSIONAL SUMMARY
- 15 years in telecommunications, spanning business, IT, and network organizations
- Direct experience in the wireline, wireless, and cable sectors

INDUSTRY/BUSINESS FOCUS
- Communications, media, and entertainment

AREAS OF EXPERTISE
- Mobility
- Enterprise architecture and operations
- Transformation orientation including market repositioning, platform consolidation, architecture modernization, and network optimization

CAREER HIGHLIGHTS
- Business and technical design of international green-field telco startup
- Successful leadership of $200 million customer retention improvement program
- Billing, SFA, self-care, and NG OSS overhauls
- Over a dozen major platform consolidations ranging from billing systems to data centers
- Multiple carrier deployments inside the network core

Sean Sullivan specializes in IT and core network transformations, integrations, and consolidations in the telcom industry. He has had front-line responsibility for every sector of the telcom industry—from enterprise and wholesale markets to IT and networking—as a consultant and systems integrator.

Sean helps his clients break down business problems into their component pieces, to evaluate the various technical elements that might solve them. He also helps them advance their larger strategic goals by looking beyond the immediate problem and identifying the underlying business drivers.

"The reason why my clients keep bringing me back is that they know I'm going to be as focused on their problem as they are. I find out what's not working, and I fix it."

Sean identifies mobility services, cloud consolidations, and disaster recovery as the most pressing IT challenges facing his clients. Telco clients are not simply consumers of IT; they're selling more advanced services to their end customers than they have been able to use to modernize their own infrastructures. Also, every carrier supports thousands of servers, and they can't build data centers fast enough to keep up with the growing demand.

Every new version of an application requires more server power. Clients have more transactions, more real-time dashboards and customer interaction systems, and more self-care systems, all of which create increased loads on their platforms. They need to shrink their hardware footprints, their power consumption, and some of the other environmental variables that go into supporting the data centers, allowing them to start embracing important areas such as disaster recovery.

Sean believes that bringing these services into the cloud can help companies lower service development cost and risk and become as nimble as some of the new content players, thereby differentiating products and controlling their monetization.

Bruno Turco

PROFESSIONAL SUMMARY
- More than 23 years of consulting experience
  - HP Technology Consulting country lead
  - HP Client Services Director for telco customers for consulting, outsourcing, and support services
  - Telco industry consulting business unit lead (sales and delivery)
  - Telco consulting principal sales director

INDUSTRY/BUSINESS FOCUS
- Communications, media, and entertainment

AREAS OF EXPERTISE
- Telecommunications
- Program and change management
- System integration
- IT transformation
- Contact center
- Security and compliance

CAREER HIGHLIGHTS
- Led a program to support the start up of new telco operators
- Defined and implemented new processes for support customers to address call behavior analysis and fraud management systems
- Led team to start up a new wireless telco mobile operator focusing on contact center and business support systems
- Led a consulting telecommunications team of more than 300 people that provided solutions in network management, mediation, call behavior analysis, contact center, and security
- Led a task force to implement the project management global method, risk management, quality ISO9001, and knowledge management initiatives

EDUCATION
- Engineering degree in Electronics, University La Sapienza Rome, Italy

Bruno Turco

Bruno Turco is an experienced IT consultant, providing his communications industry clients with a full range of strategic solutions, as well as tactical and short-term plans. Bruno sees himself as an advocate for growth, helping his clients succeed by targeting new opportunities. His primary objective is to identify the best solutions to his clients' business challenges by focusing closely on the problem at hand.

Where most consultants are experienced in a single discipline, Bruno has industry experience that is both broad and deep, enabling him to think through all phases of the communications industry lifecycle. He launched a telecommunications consulting practice, for example, ultimately leading an organization of more than 200 IT professionals.

Throughout his more than 20 years of consulting experience, Bruno has helped clients with a variety of project types, including workflow and process improvements, PMO, assessments, system and vendor integrations and enhancements, risk and controls, trade and asset servicing life cycles, RFPs, partnering, and legal and compliance. He led task forces to implement the project management global method, along with risk management, quality ISO9001, and knowledge management initiatives. He has also created practices to provide solutions in network management, mediation, call behavior analysis, contact center, and security.

> *"The job of IT is not to stop innovation outside the IT department. Rather, IT must shift its mindset to a world where technology projects can come from anywhere, becoming a key adviser or broker, and not necessarily a manager, of these projects."*

Innovation

With data center consolidation getting much of the attention of today's corporate decision makers, Bruno sees the real revolution happening outside the data center. New technologies are empowering customers and employees by enhancing productivity and enabling new services. Marketing, sales, customer service, and other functions outside IT are using new technology solutions to reach out to customers.

Bruno establishes trusting relationships with his clients by ensuring that all clients are fully satisfied with their project outcomes. He emphasizes relationship building through productive collaboration and creating positive rapport with client team members.

Bruno is passionate about driving IT to support an expanding universe of business needs and solutions. He believes that IT is a powerful enabler for business solutions, but only when it is driven by a team that understands the business needs and executes the IT to deliver the desired results. He helps his clients focus on how to be more competitive, compliant, and cost effective.

Market Dynamics

With constantly evolving technologies, Bruno considers himself as a valued adviser to his clients, helping them make appropriate decisions as to which technologies are right for their businesses, and which ones are more important now rather than later. For example, with the worldwide telecoms market projected to grow by one-third between 2009 and 2014, mobile data services will continue to be the main engine of growth, easily surpassing voice revenues. Bruno sees this growth as strong encouragement for firms planning cloud computing initiatives, including software-as-a-service, platform-as-a-service, and infrastructure-as-a-service.

Global mobile data traffic has nearly tripled in the past year, growing more than ten times faster than voice. Bruno identifies drivers including increasing sophistication of mobile devices, greater availability of 3G services in growth markets, growth in mobile broadband services usage in mature markets, and ongoing investment in fixed broadband.

William Ashton

PROFESSIONAL SUMMARY
- More than 25 years of experience
- Founder of eHealth Systems, LLC, serving medical device manufacturing and pharmacy distribution companies
- Oracle Consulting – Healthcare/global CRM, ERP, supply chain, solutions design, middleware SOA architecture, systems integration, call center, and CRM/CTI consulting

INDUSTRY/BUSINESS FOCUS
- Healthcare

AREAS OF EXPERTISE
- CTI integration for call centers
- Healthcare project management, program office, and executive sponsorship roles
- Solution architecture, IT strategy, business process for CRM, ERP, supply chain, and SOA

CAREER HIGHLIGHTS
- Started eHealth Systems, LLC for medical device manufacturing and pharmacy distribution solutions with medical billing, reimbursement, device rentals, and leasing
- Led healthcare project managers servicing the Oracle healthcare provider, payer, and pharmaceutical markets

Bill Ashton delivers value to his healthcare industry clients by helping identify their business problems, and then bringing to bear all of the available resources, products, and services that can help solve those problems. He has the ability to see what's not working and then present possible solutions.

Thought Leadership
Bill takes a solutions approach to his clients' problems, as opposed to a product or services-only approach. He focuses on determining what the underlying business issues are and then formulates the right approach to solving the problem.

"My job is to help solve problems that affect health care organizations and their ability to serve their constituents. The added value is in defining the initial issues, evaluating options, and then selecting the best options for solving the problem."

Design, Build, Implement
Bill helps his clients with every phase of problem identification and resolution. Initially, he helps define the strategy and vision. Then, leveraging his experience, he develops options and validates that the solution is on track with the vision and strategy.

Industry Drivers
There are a number of industry drivers affecting the healthcare market space today. Healthcare reform and Medicare changes have mandated new compliance criteria that significantly affect the healthcare industry, including electronic health records, ICD-10 compliance, HIPAA compliance, accountable care organizations workflow, device upgrades, and hardware and software modernization. Each will have a specific effect on hospital reimbursement models. Hospitals and physician practices that implement electronic health records ahead of schedule will receive incentives to continue cost-cutting and efficiency improvements, while hospitals and practices that are not compliant will see reimbursement fee reductions.

William Parkey

PROFESSIONAL SUMMARY
• More than 24 years of management and IT consulting experience

INDUSTRY/BUSINESS FOCUS
• Healthcare providers and payers

AREAS OF EXPERTISE
• Healthcare business and clinical operations, as well as healthcare regulatory requirements (HIPAA, HITECH, JCAHO, and CMS)
• Data center transformation, consolidation, virtualization, and migration
• Disaster recovery and business continuity
• Storage optimization
• Security compliance consulting

CAREER HIGHLIGHTS
• Developed and executed go-to-market strategies for new healthcare products and services
• Facilitated the development of the Health Council of Bermuda (HCB) enterprise information architecture
• Identified more than $200 million in insurance underpayments to hospitals over 11 years

Bill Parkey wanted to be a physician before realizing that he could have an even greater impact on patient outcomes as a healthcare IT consultant. Bill is excited about the ongoing changes in healthcare, which create continually evolving IT challenges. He has tremendous energy and enthusiasm for understanding the changes in the healthcare landscape. Moreover, with his background in technology and business operations, he is equally comfortable having a technical discussion with an IT director and figuring out how to streamline business processes.

"I like to think of myself as the bridge between technology and business, and as being able to translate in either direction, from a technical to a business view or from a business to technical view."

Data Security

Hospitals are concerned about protecting confidential patient information. Hence, they are sensitive about IT security and making sure that only authorized personnel can access patients' private information. With his deep knowledge of data security solutions, Bill helps his clients access these capabilities, along with disaster recovery and business continuity solutions.

Data Storage

With ever-increasing amounts of patient information being stored electronically, hospital data centers need much greater data storage capacity. Moreover, housing and powering the drives that store the data and keeping them cool requires significant design resources and expense. Bill sees these needs as one of hospitals' top IT priorities.

Data Center Transformation

Many hospitals have outdated data centers, with technology that has outgrown their existing real estate. Even though many hospitals have state-of-the-art diagnostic equipment, they often lack efficient operational and accounting systems. Bill's expertise in data center transformation and utilization helps his clients consolidate and virtualize their data centers so they can incorporate much needed additional equipment with no additional space requirements. Many hospitals can recover a third of their space and avoid building new data centers, while saving on data center power and cooling costs.

Brendan Cowan

PROFESSIONAL SUMMARY
- More than 30 years of consulting and public sector management experience
  - IBM – Associate Partner, Public Sector
  - Fujitsu – Consulting Director, Public Sector, Australia and New Zealand
  - Department of Infrastructure – Strategy Manager, Operations Manager, and Deputy CIO
  - Australian Department of Defense – Director of Defense Information Systems, Southern Region

INDUSTRY/BUSINESS FOCUS
- Public sector

AREAS OF EXPERTISE
- Business and IT strategy
- Defense and public affairs
- Business governance
- Public investment management
- IT service management
- IT transformation
- Business cases and cabinet submissions

CAREER HIGHLIGHTS
- Produced numerous corporate and IT strategies for government departments
- Produced cabinet submissions to introduce positive IT-enabled change in government services
- Awarded an Australia Day Medal for achievements in the Department of Defense
- Served as a board member for the University of Melbourne as it transitioned its information technology services as part of the Melbourne Model

EDUCATION
- Executive programs, University of Melbourne, School of Business

Brendan Cowan

Brendan Cowan is a capable and respected public sector IT consultant. With a career that began in 1983, spanning defense, education, and infrastructure, among others, Brendan brings a unique appreciation of the workings of governments from the perspectives of public policy, public finance and investment, governance, and technology. Brendan is the public sector consulting partner for HP Technology Consulting, with specific emphasis on the Australia and New Zealand markets, in addition to supporting key HP initiatives for clients in the Asia Pacific and Japan regions.

The Public Sector Challenge

Governments worldwide are facing the challenge of providing higher quality services and outcomes amidst shrinking revenue bases, aging populations, and changing economic landscapes. Citizens expect faster, more accessible services on one hand, and lower tax burdens on the other. This scenario means particularly complex challenges for governments in addressing pressing needs in health, education, infrastructure, energy, and defense.

> *"I am passionate about making public services more accessible to citizens and more efficient for governments. IT is vitally important as an enabler for positive and recognizable change for citizens and governments at every level."*

Deep Experience

Brendan has deep experience helping public sector entities achieve powerful IT solutions to wide-ranging challenges. He has consulted with regional governments on defense topics, including network-centric operations, information security, and governance practices. He helped a major Australian health insurer secure government funding to build electronic health record capabilities and transformed their payment management systems. He established a statewide emergency alerting system for bushfire-prone states; helped a state authority introduce electronic property and land title settlements; and produced business cases and cabinet submissions to transform licensing and permitting services and call-center arrangements. He conducted a review of public transport complaints management systems and directed portfolio management implementations linked to corporate strategies.

Advisory Services

Brendan works with public sector organizations to achieve and maintain agility in providing high-quality services to citizens in an increasingly digital world. He has helped organizations develop next-generation IT shared services and take advantage of cloud services in support of public value initiatives. Brendan also helps develop investment strategies and governance frameworks along with the supporting organizational arrangements.

IT Transformation

Brendan is helping transform the public sector by providing technologies and services that accelerate and transform provisioning services, help contain costs, and enable government agencies to satisfy the demands of their increasingly digitally savvy constituencies.

Future Challenges

Brendan sees a number of future challenges facing his public sector clients. Government agencies and other entities need to achieve greater agility in providing services to citizens in a digital world. One method of doing so that Brendan recommends to his clients is moving to a mixed public and private IT services model. Brendan also identifies taking advantage of cloud computing services in support of public value initiatives as a major area of opportunity.

Jung Wei Foo

PROFESSIONAL SUMMARY
- More than 20 years of consulting and management experience
  – Accenture – Executive Partner
  – Oracle – Public sector industry lead for Asia Pacific and Japan

INDUSTRY/BUSINESS FOCUS
- Public sector, including education and defense

AREAS OF EXPERTISE
- Business transformation
- Strategic consulting
- Business and technology architecture
- Program management
- Public/private partnerships
- Defense logistics
- eGovernment

CAREER HIGHLIGHTS
- Conceptualized and implemented the world's first e-procurement system
- Conceptualized and designed the world's first citizen-centric eGovernment system
- Acknowledged thought leader in Accenture's public sector business
- Developed and managed Oracle's public sector go-to-market strategies across Asia Pacific and Japan
- Architected some of the world's largest government core systems in China

EDUCATION
- B.S., Computer Science and Information Technology, National University of Singapore

Jung Wei Foo

Jung Wei Foo brings to his consulting practice more than 20 years of deep domain expertise in the public sector. He has a proven track record in creating value for his clients through innovative business transformations, including the world's first government e-procurement system, which became governments' preferred model for implementing transparent bidding processes; eCitizen, which simplified interactions between government entities and their constituents by transforming the agency-centric model to a citizen-centric model; and Learning Exchange, a groundbreaking technology in the field of electronic exchanges.

Business Transformation

Jung Wei has helped his public sector clients use technology more effectively to address wide-ranging challenges. For example, he helped transform a civil service college from a provider of training services with 30 classrooms to a world-class learning and knowledge management agency serving 60,000 employees. The client's business goal was to transform the entire civil service into a knowledge-based organization within a period of two years.

Jung Wei also designed and implemented one of the world's largest supply-chain systems, spanning six continents and carrying 50 percent of the world's copper production. The client's business goal was to achieve zero operational downtime, every hour of which meant losses of more than $200,000.

> *"I focus on creating value through innovation, and the opportunities that it offers to create meaningful changes in people's lives. This is especially so in the public sector, where the impact can be felt across an entire nation."*

Challenges in the Public Sector

Large, developing countries such as China and India need to implement the core government functions that will allow them to become fully integrated into the global economy. Scale is a major challenge, given these countries' size and unique demographics. Jung Wei helps government agencies use IT to transform their functions and enhance efficiency. In developed countries, public sector organizations need to meet the demand for efficient public services by an increasingly sophisticated citizenry without raising public debt. This is becoming a major challenge in the Asia Pacific region due to aging populations, resulting in both rising social services costs and declining national productivity.

Strategic IT

Information technologies are advancing at an unprecedented rate. Jung Wei's clients are uniquely challenged in their ability to assimilate these technologies due to lengthy acquisition processes. Jung Wei believes that governments need to adopt longer time horizons for implementing the business capabilities they require and develop strategic IT plans at the enterprise level. He sees government organizations working at odds with their long-term interests by taking piecemeal approaches to IT, resulting in accumulations of disparate systems.

Focusing only on immediate needs prevents governments from reaping the benefits of standardized infrastructures and component architectures. To reverse this trend, governments should consider strategic sourcing with single solution providers that can deliver the complete physical infrastructure, software stack, and applications.

Future Growth

Just as the Industrial Revolution and the dawn of the Information Age changed the nature of geopolitics, Jung Wei believes that big data and analytics will be the defining technologies that will reshape global competitiveness.

Governments that are able to harvest and analyze the explosive growth of data will be well positioned to develop national policies and strategies to compete in global markets. Jung Wei helps his clients establish long-term IT plans that will enable them to transform such data into meaningful information and policies.

Marco Giletta

PROFESSIONAL SUMMARY
- More than 15 years of consulting experience with Arthur Andersen, Booz Allen Hamilton, and IBM Global Business Services

INDUSTRY/BUSINESS FOCUS
- Public sector, including federal and local government
- Manufacturing

AREAS OF EXPERTISE
- Strategy development, functional implementation, and change management
- Business planning
- IT strategy and outsourcing

CAREER HIGHLIGHTS
- Key executive in a central procurement agency responsible for managing Italy's entire federal expenditure on goods and services
- Designed and led huge transformation programs for private and public sector clients

EDUCATION
- MBA, SDA Bocconi University, Milan
- Economics degree, Turin University

Marco Giletta is a seasoned business professional with a straightforward business consulting approach: he develops a broad understanding of his public sector clients' business issues and pain points, and then he recommends technology solutions that effectively address those issues and pain points.

Given the ubiquity of IT in today's business world, Marco believes that the ability to apply technology appropriately is crucial to solving any business process-based problem. Clients buy technology not for its own sake, but to be able to solve their business issues. Technology is an enabler that allows managers to improve business performance, cut costs, implement strategies, and compete effectively. Marco helps his clients use technology for a wide variety of public sector needs.

"I'm very focused on problem solving and, at the end of the day, delivering value and enduring solutions. My goal is to provide my clients with real and concrete value in a tangible way."

Innovation Challenges

Marco believes that the public sector in Italy is facing significant challenges in terms of innovation. The public sector lags in this area behind financial services, insurance, manufacturing, and communication. He helps his public sector clients see the value in technology innovation in terms of cutting costs and providing more effective public services.

Improved Service

The public sector includes wide-ranging clients, from central government ministries to large municipalities to public hospitals and universities. Each of these clients' unique needs and challenges require similarly unique solutions. Marco helps his clients minimize costs by leveraging existing solutions that have been applied to similar issues with other public entities. He also looks for ways to satisfy the needs of citizen end users most effectively. Marco believes that solutions for improving services to citizens are extremely important. In this respect, he thinks about efficient ways to gather information by way of improving public services.

Colin Coyle

PROFESSIONAL SUMMARY
- More than 20 years of consulting expertise
- Public Sector VP of EYP Mission Critical Facilities when acquired by HP
- VP, Principal, and Associate for some of the largest consulting firms in the world including Halliburton/KBR, AECom, Balfour Beatty, HNTB, and HDR
- Registered professional architect

INDUSTRY/BUSINESS FOCUS
- Federal, state, and local government
- Higher education

AREAS OF EXPERTISE
- Federal data center consolidation, DCaaS, IaaS, and IT transformation
- Major state IT privatizations and outsourcing

CAREER HIGHLIGHTS
- Grew HP Critical Facilities Services U.S. Public Sector practice by 1200 percent in five years
- Led pursuit and capture efforts on three of the largest Critical Facilities Services deals: FBOP Data Center Implementation, MPO IVV, and Saudi Aramco Data Center

A large part of Colin Coyle's job in the public sector is identifying pain points and then deciding how to attack the problem. The solution often involves more than just purely technical issues; it typically has to do with factors beyond the IT solution such as funding, facilities, and political considerations. Colin's task is to help his clients pinpoint the relevant factors and take them into account in developing the total solution.

"I'm not a fan of putting band-aids on things. I look for the ultimate destination that my clients want to reach and how I can help them get there."

Data Center Optimization

The federal government needs assistance in consolidating and optimizing its data centers. The U.S. CIO, Vivek Kundra, has mandated that all of the federal government's 2000-plus data centers of 5000 square feet or greater be reduced, to save both energy and real estate while advancing sustainability initiatives. Going green also cuts costs significantly, given that roughly half of the overall lifecycle cost of most data centers comes from energy.

State and Local Government

The same elements apply on the state and local side. State and local governments are in even more dire financial straits; hence, new funding mechanisms are even more necessary at these levels. Colin sees state and local governments adopting methodologies whereby the private sector finds ways to finance or privatize its IT infrastructure in order to keep resources modernized and efficient. Colin helps his clients develop their own roadmaps to make improvements on these fronts.

Experience in Creative Solutions

Due to funding and procurement issues, it generally takes a public sector entity three to five years to implement significant IT projects. Colin helps his public sector clients develop creative ways to get the IT solutions they need to fulfill their mandates. By focusing on alternative delivery structures—including public/private partnerships and other forms of outsourcing and financing structures—he helps drive innovative ways for his clients to get the services and products they need—as quickly as possible.

Joseph Nordon

PROFESSIONAL SUMMARY
- More than 25 years of consulting and client experience at HP, Compaq Computer, and Digital Equipment

INDUSTRY/BUSINESS FOCUS
- Public sector and critical facilities
- Business unit startup and assimilation

AREAS OF EXPERTISE
- Critical facilities
- Technology services IT custom solutions
- Solution/risk mitigation

CAREER HIGHLIGHTS
- Led Americas assimilation of acquired critical facilities business into HP Technology Services, delivered growth and profit performance
- Led and grew Technology Services custom solutions business, delivering pursuit and solution standards
- Implemented Technology Services Solution Excellence Office, an executive-level customer program focused on mitigating high-risk solution areas and deepening the HP partnership
- Created and led the Americas IPG Managed Print Pursuit team

IT Challenges

Joe Nordon sees plenty of opportunity for his clients to improve their data center strategies, energy efficiency, and sustainability. Leveraging his broad experience with data center and facilities solutions, and new methods to procure solutions as a service, Joe helps his clients gain the benefits of new data centers and optimize their existing assets, without the usual large capital outlays. By structuring transactions whereby private-sector entities develop the data center facilities, Joe enables his public-sector clients to purchase the resources in the form of a service.

"I'm passionate about helping solve challenges, whether they're business, technology, or facilities related. It's a satisfying feeling to be able to attack something and solve it for the customer."

Optimal Path

Joe has the knowledge and versatility to solve a variety of problems in support of his clients' objectives. He believes that it's important to gain a thorough understanding of the challenges, issues, and opportunities, rather than simply looking at them from one angle. In his view, this is the most effective way to identify the optimal path forward.

Data Center Transformation

Many of Joe's clients are contending with aging infrastructures, and yet they need to drive business results in ways that will take advantage of all the new platforms people are using. Joe helps his clients transform their outdated infrastructures into data centers of the future, turning some of the things that they used to manage into services, thereby meeting their business goals and objectives more effectively.

Critical Facilities Services

One of the major untapped resources Joe would like to see his clients take advantage of is HP Critical Facilities Services (CFS). CFS helps clients define their long-term and IT operational finance and facilities needs. Working as a trusted advisor, CFS can translate client objectives into a roadmap, and then help execute it.

Kevin Smilie

PROFESSIONAL SUMMARY
- More than 24 years of consulting and industry experience
  - TPI – Partner, Global Cloud Computing Practice Lead
  - MRG – Vice President, Corporate Services
  - Sabre – Director, Reservation Systems
  - IBM – Program Manager, Application Management Outsourcing Services

INDUSTRY/BUSINESS FOCUS
- Retail and transportation with broad experience across other industries

AREAS OF EXPERTISE
- IT service strategies
- Cloud computing
- IT Service Management – ITIL v3 Expert Certified

CAREER HIGHLIGHTS
- Created, launched, and led global cloud computing consulting practice
- Established position as a trusted advisor in the sourcing industry
- Led IT service management consulting practice
- Designed strategy and led operations for store and corporate shared services in the retail industry
- Sold, negotiated, and delivered large managed service contracts

PUBLICATIONS
- Various cloud computing articles in *CIO Insight*, *Cloud Computing Journal*, and *Consider The Source*

EDUCATION
- MBA, University of North Texas
- B.S., Business Administration, University of Texas at Dallas

Kevin Smilie

Kevin Smilie has more than 24 years of experience helping large companies solve technology challenges. He helps executives define, create, and manage strategies for using technology to gain a competitive advantage in their markets. He has worked with clients in the restaurant, retail, airline, consumer banking, health care, and manufacturing industries. His broad technology background enables him to understand quickly what's important.

Airline Reservation Systems

Kevin's extensive airline industry experience includes developing the first natural language speech recognition systems for reservations and air cargo. The adoption rate was far greater than expected; hence, ROI was also greater than expected. Kevin has helped clients replace entire reservation systems from the global distribution system out, leading a major airline effort to renew its reservation center networking hardware, software, and infrastructure.

Retail and Restaurant Services

Retail and restaurant clients are focusing more on their core businesses and less on keeping systems up and running. Within the industry, Kevin has helped organizations outsource IT, finance, accounting, and HR functions. Kevin has worked with clients to select service providers, negotiate agreements, transition services, and manage ongoing operations.

Mobility in Retail and Restaurants

Consumers have embraced the use of personal communication devices to access retail and restaurant locations, hours, menus, reviews, and more. Hence, Kevin's clients are very eager to leverage Web 2.0 and the cloud to increase business. The technology works very well, and Kevin helps his clients ensure that it's nearly transparent to their customers.

Market Dynamics

Kevin's clients are under extreme pressure to do more with less, in less time than in the past. Technology used to be seen as a barrier, but now it's becoming an enabler. Internal IT departments are becoming service brokers for their organizations, identifying the most cost-effective sources of services and technology, whether internal or external. Kevin applies his considerable experience to help his clients make the transformation from service strategy to implementation and ongoing governance.

Most clients do not have the luxury of spending on unproven technologies. When they invest in a technology, there has to be a reasonable certainty of a return on that investment. Kevin brings HP's key learnings and best practices to the table, to help his clients leverage the benefits of proven technologies.

> *"I'm very passionate about service. I learned technology over time, and I am always mindful of the fact that technology is there to accomplish something from a business perspective."*

Cloud Computing

Cloud computing adoption has moved quickly from the consumer space through the small/medium business market and into the large enterprise. Companies are working to understand how cloud computing fits into their service delivery strategies, whether through public, private, or hybrid clouds.

Kevin believes that achieving the benefits of cloud computing goes well beyond the type of cloud a company selects. It involves:
• The ability of the IT organization to manage diverse IT services consistently and reliably
• The willingness of the company to adapt corporate governance for the use of cloud computing
• The maturity of the infrastructure to integrate and provide cloud services successfully

Kevin leverages the unique depth and breadth of services and technologies at HP to guide his clients in adopting cloud computing.

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