

# Resume of Ed Greenberg

## Manager, WSR Consulting Group, LLC

More than 30 years of professional Information Technology (IT) experience and expertise in: planning, managing, designing, developing, testing, implementing, quality assuring, monitoring and/or reviewing large-scale IT systems and software projects; refining Software Development Life Cycle (SDLC) methodologies for one of the world's largest IT consulting and outsourcing companies; monitoring contracted-for service levels; improving IT operations efficiency and effectiveness; and aligning business and IT strategy. In-depth leadership experience, expertise, and success in planning, managing, deploying and monitoring outsourced IT services, staff, and software solutions. Experience/expertise in numerous industries including Healthcare, Telecommunications, Consumer Electronics, Distribution, Financial Services, Insurance, Government, Automotive, Membership Services, Publishing, and Retail. Managed multimillion dollar development and application support teams for Fortune 500 companies resulting in the controlled and successful management of the implementation and support of such systems and large savings to clients. Particularly strong in developing sourcing strategies (identification of improved methods for staffing for and performing IT services); business cases for systems projects (identification of the benefits and associated economics related to the projects); performing IT outsource transaction and transformation advisory services. Many of my suggestions, prepared materials, and experiences have been incorporated into Accenture's successful SDLC methodologies -- especially in Accenture's "Project Management" and "Outsourcing" and "Outsourcing Management" areas of practice.

## Areas of Expertise

### Litigation

- Analyzed project and implementation management and support processes and performance for litigation testimony. Served as witness for the defense at legal arbitration.
- Analyzed all development activities, testing and support processes related to the economic performance of the system integrator. Served as witness for the defense at legal arbitration (same as one above).

### Business & Project Management

- Provided strategic and operational oversight for \$45M/annum outsourced IT budget.
- Developed business case analyses for complex IT sourcing strategies.
- Developed and implemented the sourcing strategy for a major pediatric hospital.
- Led the development & implementation of outsourcing opportunities for a major integrator.
- Provided strategic consulting to executives for all aspects of enterprise systems selection, design, implementation, and support.

### Technology Management

- Managed and oversaw the planning, designing, implementing, monitoring, contracting for and/or improving of systems, software, and projects on numerous platforms including:
  - Web-based and non web-based ERP systems
  - Developed scripts and libraries for automated testing.
  - Mainframe, mini-computer, 3-tiered architecture, client server, local area network (LAN), and wide-area network (WAN) platforms
  - Numerous software vendors including (please list: Cerner Information Systems, PeopleSoft, McKesson (HBOC), Oracle, and all of the old vender application systems (M&D, JDEdwards, LeMans Auto Leasing, etc.) and Hardware platforms and Operating Systems (i.e. IBM3090, CICS, VM and MVS; DB2, IBM System 3x, DEC PDP10 and PDP11, TOPS-10, Unix, etc.)
  - Developed systems from scratch in numerous areas including: Retail, Financial Services, Insurance, Government, Distribution, Publishing, and Telecommunications

- Programming experience including BAL, RPG-II, RPG-III, FORTRAN, COBOL, MS Access
- Used and managed numerous project management and technology tools such as MS Project, Project Workbench, METHOD/1, and CASE tools

## Experience

WSR Consulting Group, LLC - Manager

2006 - Present

- Sub-contracts to and works with WSR Consulting Group, LLC

Profitline, Inc. - Senior Vice President, Client Services

2006-2007

- Provided leadership for all post sale client facing activities for this telecom expense management business process outsourcing company
- Responsible for leadership of the Client Implementation Team. This team successfully implemented 24 new clients in a 7-month period, which enabled the company to commence revenue-generating activities.
- Established new client relationship management (CRM) positions to provide strategic support to client and improve client satisfaction and client profitability.
- Hired, and trained 3 new CRM's in 3 months to complete the creation of the strategic account support team.
- Stabilized the account management and audit functions to improve service to clients and increase client satisfaction.
- Made recommendations to enhance, and assisted with the implementation of Profitline's Business to Business (B2B) and Business to Consumer (B2C) tools and services to improve the effectiveness of clients' use of Profitline's services

A Leading Pediatric Hospital in the USA - Consultant to CIO

2002-2006

- Provided technical and management oversight for numerous enterprise-wide and departmental system applications including: a fully integrated web-based ERP suite (Human Resources, General Ledger, Accounts Payable, Purchasing, Receiving, Inventory Control, and Asset Management); and a fully integrated ERP Citrix based Clinical Information System suite (Physician Order Entry, Pharmacy, Lab Management, Automated Patient Record, Medical Device Interfaces, and 12 Departmental Application Interfaces).
- Led project management office activities for a new \$60 million hospital wide clinical system. The successful implementation of this system improved patient safety and increased operational efficiency.
- Supervised all activities provided by outsourced IT vendor including: overall adherence to strategies & standards; delivery of services and monitoring of overall contract economics.
- Developed and implemented the overall sourcing strategy for the re-sourcing from one large international outsourcing vendor to multiple large outsourcing vendors of all hospital applications and associated infrastructure (including application acquisition and support and upgrades, computer hardware and operating software, wireless and wired network hardware and software, PC and specialized Computer-on-Wheels (COWs) hardware, configuration, software, services and replacement). Activities included: vendor evaluation and selection, development of baseline economic business case, contract negotiation and transfer of services from incumbent to the new providers and recommendations for improvements in each of those areas as necessary.
- Managed the hospital's \$45 million annual operating budget
- Provided internal coordination of support activities associated with a successful defense of litigation brought against CHLA's IT Outsourcing organization.

Accenture - Associate Partner

1978-1987 and 1993-2002

- Led several successful outsourcing sales efforts (amounting to \$500 million over 5 years)
- Developed operational solutions for multiple outsourcing opportunities. These solutions were designed to improve the Application Management, Infrastructure Services, and Business Processes delivered to the client by: customizing modified industry best practices; developing contract management audits, metrics, alerts systems; by identifying and mitigating risks early; by establishing ongoing dashboard and reporting systems, and more. These solutions were incorporated into the company's standard practice methodology [called "Standard Business Process Management (BPM) Methods") for Outsourcing engagements.
- Implemented a co-sourcing engagement for a large telecommunications provider
- Developed the overall sourcing strategies for multiple clients

- Was the Project Manager and/or Account Manager responsible for successfully planning, managing, designing, implementing and providing post-implementation and/or outsourcing services and results for numerous clients in several industries including; large telecommunication providers, retail enterprises, consumer electronics, financial services and publishing companies. These engagements and services provided the following benefits to our clients, sometimes dramatically: improved capability and stability through the elimination of errors introduced into production from development and enhancement activities, improved effectiveness and productivity of the IT organization (in one instance reduced the application support team for the IT organization by 75%), and improved client satisfaction (both client satisfaction with Accenture and the user satisfaction with the client IT organization) and employee satisfaction. The engagement sizes ranged from \$5 million to \$500 million. These engagements were able to generate 15% to 20% savings for the client.
- Developed transformation and delivery methodologies and the associated internal training programs to support the expansion of the Outsourcing Practice.
- Developed and conducted internal training programs related to effective project management tools and techniques used by Accenture.

Unicorn Systems Company 1991-1993

- Managed multiple client engagements related to application systems implementations. These engagements incorporated the following technologies: large mainframes using CICS, DB2, and IMS; client/server, Unix, Microsoft database and Office technologies, Sun, Oracle, Sybase, Citrix, and Cisco

Cap Gemini America 1989-1991

- Managed, team led, or team member on multiple client engagements as a Senior Manager in the Los Angeles Office

BDO Seidman 1987-1989

- Managed, team led, or team member on multiple client engagements as a Senior Manager for BDO's Southern California office

Automatic Data Processing 1977-1978

- Programmer Analyst

Albany Medical College 1975-1977

- Computer Programmer

## Education

**State University of New York at Albany**

M.B.A. - Information Systems, June 1975

**City University of New York, Brooklyn College**

B.A. in Economics, June 1973

Attended numerous courses at Accenture's world-renowned training center in St. Charles, Illinois including:

- System Implementation
- System Design
- System Planning
- IBM System 3X Technologies
- Closed Loop Manufacturing Concepts
- Financial Services Organization and Practice

Developed courses for and/or trained Accenture consultants at Accenture's training center in:

- System Implementation Methodologies
- System Design Methodologies
- Project Management Techniques and Methods
- Outsourcing - a Primer

**Developed or improved “Standard Business Process Management (BPM) Methods” for one of the world’s largest Outsourcing firms:**

Several sections of the Accenture standard methodology for feasibility evaluation, planning, developing, implementing and monitoring outsourcing contracts were either written by me or developed from input I prepared for use in the methodology based upon my actual outsourcing experience and expertise on numerous outsourcing projects.

## **Affiliations**

**Former member of the Board of Directors for the United Way of Greater Los Angeles**

**One-time founding member of the Board of Directors for the Southern California Computer Assisted Software Engineering (CASE) Users Group**