

**TANDY GOLD, PMP**  
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**Cell: 407 488 2010**

**SUMMARY**

- Over 20 years Fortune 50 IT leadership experience; progressively worked up the ladder from programmer to SR VP-level IT roles
- Ex-IBM and PWC hands-on leadership in Business Intelligence; one of seven original professionals hired to found the IBM Global Services BI Practice
- Extensive background in offshore outsourcing; author of a four-star book on complex program management called Outsourcing Software Applications Offshore: Making It Work (CRC Press in November, 2004)
- Broad industry exposure including Banking/financials/healthcare/hospitality/government/technology
- Extensive communications, training, and instructional design background
- Software package experience including Oracle Financials (PL/SQL) and SAP Manufacturing

**EDUCATION**

M.S.	Computer Information Systems	Boston University, Boston, MA
M.S.S.W.	Group Theory	University of Wisconsin at Madison
B.A.	Sociology	State University New York, Binghamton, NY

**Certifications**  
PMP Certified, Fall 2004; Six Sigma Green Belt Certified Spring 2006

**TECHNICAL SKILLS**

**Hardware:** UNIX on Sequent/Sun/HP/IBM; IBM PC's and Compatibles; Macintosh, VAX  
**Software:** Oracle, Oracle Financials, SQL/ Server, SQL, PL/SQL, RDB, OOP, ADA, Pascal, Fortran, COBOL, MS-Project, PC Tools, Case Tools (Erwin, KnowledgeWare, etc.), Visual Basic, most data management tools such as Cognos, Forest & Trees, Crystal Reports, Brio, etc.  
**Operating Systems:** UNIX (Berkeley and System V), MS-DOS, VAX/VMS, OS/2  
**Project Management:** Broad and deep knowledge including CMM Certification; MS Project; Object Oriented methodologies  
**Other:** ERP, ECRM; eGain / Seibel Call Center technology; Broad vision portal technology.

**EXPERIENCE**

**05/2003 - Present:**

**Executive Consultant, Orlando, FL - Representative engagements**

**Largest Travel Agency in US, Heathrow, FL**

Large program management / website development

- Interface with firm executives, supporting translation of vision in to reality for one of the nation's largest travel membership organizations.

**Leading Hospitality Hotel & Restaurant Firm, Heathrow, FL**

IT Strategic Alignment with Operational Goals / Support of RFP process for on-line reservation system.

**Leading Energy / High Technology Firm, Orlando, FL**

Strategic sourcing assessment for \$100 million manufacturing organization

- Executed a Strategic Sourcing Assessment for the IT Department of a \$ 100 million manufacturing organization. Goal was to define an established, repeatable, structured process for Strategic Sourcing that would provide lowest total cost of ownership, build support and compliance of all stakeholders, support increased internal IT customer satisfaction, and increase employee satisfaction by defining core skills and providing clarity on valued roles and skills for employees. The effort identified \$ .9 million year over savings for the department.
- As a result of high client satisfaction, contract extended to expand the departmental sourcing effort across the global enterprise.

**Company Confidential, Vancouver, WA**

Outsourcing SAP Consolidation effort for Fortune 50 computer manufacturer

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- Leadership in key consulting role, managing the Offshore project for Fortune 50 manufacturing ERP (Enterprise Resource Planning) responsible for over 90% of firm's worldwide profit. Offshore team located in Brazil and Mexico. Effort was to consolidating several large SAP instances to reflect merger and acquisition.

**Fortune 500 Restaurant Firm, Orlando, FL**

Development of tailored Systems Development Life Cycle (methodology)

- For a leading hospitality firm local to Orlando, evaluated the current Systems Development Lifecycle (SDLC) as compared with industry best practices.
- Developed a new SDLC based upon the changes requirements of the IT organization.

**Convergys, Heathrow, FL**

- Program management - \$ 100 million outsourced telecommunications solution

**04/2000 - 05/2003: Fleet Boston Financial, Boston, MA, Senior Vice President, Offshore**

Established as lead for one of the top new technology initiatives within Fleet, a \$50 million offshore initiative within Technology and Operations.

- Worked with senior business and technology executives to provide vision and execution in incorporating offshore resources and capability successfully into the organization.
- Led all aspects of effort including vendor management, contract negotiation, methodology, risk management including interface with OCC and federal regulators, and program management of team of over 60 technology and business professionals across diverse internal businesses and organizations.
- Represented Fleet in the offshore discipline and best practices at national conferences and in the press.

**05/1997 - 04/2000: IBM Global Services, National Role Based out of Waltham, MA**

**10/1999 - 04/2000: IBM Principal/Practice Executive, Life Sciences**

Position based in Paris, France.

- Defined IT/Management best practices principles, start up operations and practices, and development methodology. IBM has since signed a \$ 200 million contract with Aventis.

**05/1997 - 10/1999: Practice Manager, Business Intelligence**

Executive technical leader, 50% hands on, for brand new National Business Intelligence consulting services practice at IBM. One of a handful of executives to found what became a 500+ person practice within 2 years.

- Worked with Health Care and Government customers at strategic management levels to set the focus for engagements, develop high level architectures, train client staff in architectural approaches and other skills, serve as expert for data modeling and other techniques, and manage appropriate IBM additional resources on behalf of the client.
- Direct P&L responsibility; grew business from zero revenue to over \$ 10 million per year.

**1990 - 1998: Boston University, Metropolitan College Graduate School of Computer Science: Adjunct Faculty**

Taught core curriculum graduate courses Systems Analysis & Design (includes in-depth data modeling and methodologies skills development), IT Strategy, and Advanced IT Strategy.

- Very high student satisfaction ratings.
- Extensive instructional design.

**01/1995 - 05/1997: PriceWaterhouseCoopers, Burlington, MA**

**05/1995 - 05/1997: Business Intelligence Practice Executive, 01/1995 - 05/1995: Senior Consultant**

Responsible for the overall growth, methodology, business management, operations and marketing activities of a new data warehouse practice.

- As first employee on board who had business intelligence/data warehouse background, promoted three levels and built business from ground up, winning new blue chip clients including Lotus Development Corporation, Delta Dental, Arkwright Insurance, Boston City Government, and many others.
- P&L responsibility included performing all hiring, screening, decision making and management of profitability to plan.
- Successfully developed the practice from one to 40 individuals 50%; direct billing clients 50%.

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- Hands-on contributions included project management, data warehouse strategy leadership, high level architecture development, training, and mentorship on logical and physical modeling.

**06/1982 - 05/1984 & 06/1993 - 01/1995: The Mitre Corporation, Bedford, MA**

**06/1993 - 01/1995 Member, Technical Staff, 06/1982 - 05/1984 Training Project Manager**

Rehired after an absence of eight years based upon earlier success.

- Part of the leadership team on a \$50 million 18 month Financial Re-engineering project for this major government R&D think tank.
- Responsible for the instructional design and training relating to the Oracle Financials General Ledger, Fixed Assets, and other modules.
- Developed system from requirements analysis through delivery as the establishment moved from an IBM MVS/Adabas/Natural to a Sequent/Unix/Oracle platform.
- Deliverables included understanding all aspects of functional and physical design, implementation, system test, coding in SQL and PL/SQL, end user needs assessment, curriculum design, and delivery of system training to end users.

**05/1984 - 05/1993: Digital Equipment Corporation, Maynard, MA**

**01/1992 - 05/1993 Manager, Financial Data Warehouse**

**01/1991 - 01/1992 Field Test Product Manager, VaxStation Engineering**

**05/1984 - 01/1991 Software Services Consulting**

- As Architect and Data Warehouse Manager, designed, developed and managed the first corporate-wide Financial Data Warehouse for management reporting and sales forecasting; a highly-politically sensitive, hands-on technical management position that required both executive level interface and management of senior technical personnel.
- Functioned as lead data architect, lead data modeler, and primary contact for executive level users.
- Technology infrastructure included a variety of PC-based analytical desktop tools, VAX RDB, and VAX/VMS.

### ***EXPERIENCE SNAPSHOT***

- Organizational change agent: expert incubation and dissemination of new business processes and technology
- Complex, technical hands-on global project management (project \$ 25-\$200 million): 15 years
- Strategic planning: 12 years including 9 years graduate teaching
- Business analysis/data modeling: 10 years including 9 years graduate teaching
- Project methodologies and SDLC or life cycles/ CMM/ MS Project: 20 years including 9 years graduate teaching
- Hands-on Programming: 4+ years
- Managed up to 45 direct reports: up to \$ 200 million labor cost in projects – usually at least \$ 25 million
- Solid hands-on knowledge of complex databases, schemas, data management, knowledge management