

# Michael Iadanza, III

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## Program/Portfolio/Project Management ♦ Process Improvement

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### Summary

Well seasoned Senior Program Manager, business consultant whose primary responsibilities include Program and Project Management. Expertise includes IT and non-IT programs, business analysis, financial studies, change management, training development, and process improvement. Results-oriented, people-focused Program Manager/ Consultant with over 15 years experience working at VP or Partner level for major consulting firms including McKinsey & Company and Ernst & Young LLP as well as working as an independent Project Management (PMO) consultant. Especially skilled at interfacing with all levels of management

Proficient at Strategic Planning and in implementing new methods and procedures to build businesses, improve efficiencies and return an operation to profitability. Demonstrated skills at hands-on project management, problem-solving and in the development and implementation of best practices modeling. Implemented numerous Portfolio and Program Management Offices. Experience is backed by an MBA in Accounting and BS in Finance. Certified in Six Sigma (Master Black Belt), Michael Hammer Mastery, and PMP.

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### Experience

**ICHIN Associates**

**2009 to Present**

**Clients include: Major SF Utility, Leading N. CA University**

**Principal/ Senior Program Manager**

- Implemented a PMO for a Shared Service Initiative.
  - Completed Current State Assessment and Future State Vision.
  - Implemented a PMO and performed as the Program Manager for a major Operator Qualification initiative.
  - Organized the various teams and focused them on developing a new work model complete with technical documentation, new curriculum, and the improvement of the development of knowledge and skills tests.
  - Delivered over 1,100 technical documents along with over 40 training modules. Various white papers and future implementation plans were also provided.
  - The program was successfully completed on time and several hundred thousand dollars below budget.
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### Additional Experience

**AAA of North California, Nevada, and Utah**

**2005 to 2009**

**Senior Consultant / Program Manager**

- Program Manager directing the efforts of an 30-80 person team with a \$230M budget, in major business process re-engineering initiatives. Successful on time implementation was \$7m under budget
- Led a Learning Management System (LMS) selection project. Changed the entire training paradigm from "build it, they will come" to designing a program based on skills gaps.
- Identified, procured, and implemented the appropriate LCMS and Learning Management System (LMS)

- Led Marketing Business Intelligence project using IBM Cognos
- Implemented a Portfolio and Program Management Office
- Successful implementation of the LCMS and LMS at 25% below budget enabled the development of a university governance model, comprehensive metrics, instructional design development toolkits, a Training Request Tracking system, and a sophisticated funding model, resulting in per unit cost savings and streamlined training delivery times.

**McKinsey and Company, New York, NY**

**2001 to 2004**

**Activity Value Analysis, Shared Service and Ariba Development, Off-Shore Development, College Board Essay (ICHIN)**

**Senior Program Manager**

- Vendor Manager, directing the efforts of a new outsourcing vendor to develop a new essay portion of the Scholastic Aptitude Test (SAT) for college bound students.
- Organized a team to improve documentation, and a cooperative working relationship between the vendor and ETS.
- Coordinated the efforts of the key vendor, the internal CB team, and diverse other vendors in implementing the new SAT's software and processes.
- Revised the basic operating plan, significantly improving cross-vendor coordination, interface management, and testing. In the end, the project was brought under control and completed on time and within budget, enabling rapid deployment of the new test.
- Led a team of 40 Project Managers responsible for developing and deploying cost cutting initiatives for this global strategy consulting firm in addition to directing several critical initiatives for McKinsey.
- Re-staffed and reorganized a combined shared services and Ariba purchasing team, leading the team in working on the e-procurement system and developing new processes for the Shared Service Center. Trained the support staff on use of the new system.
- Led Financial Business Intelligence project using Business Objects
- Created the IT Department Program Management Office
- Led an off-shore development project by defining the working relationships between the off-shore vendor and the firm.
- Implemented a benchmarking and metrics reporting model using Kaplan-Norton benchmarking techniques, and designed and conducted appropriate training for all involved. This resulted in moving more than 300 development resources off-shore and reducing IT development spend 40% while maintaining the high quality of IT deliverables post-implementation.

**Ernst & Young LLP, New York, NY**

**1997 to 2000**

**Key Clients: Cablevision Oracle ERP, E-Procurement of Business Professionals, GlobalOne Shared Services, CCE ERP, Metlife Controllorship Division Improvement**

**Senior Manager (Partner Elect)**

Hired by this global management consulting and integration firm as Practice

Director to develop and implement the Professional Service Automation and E-Procurement of Business Practice. Major projects during this period:

- Cablevision hired Ernst & Young to assess how their Oracle ERP project was moving. Laid out several suggestions, resulting in an engagement to conduct an Operations Review, assess the situation, and suggest solutions. Resulted in large ERP and Program Office implementation.
- Led a small team in defining three major suggestions for the ERP program resulting in an eight-month \$5-6M project, then directed a combined team of 100 Oracle and E&Y staff.
- Established E-Procurement for Business Professionals for a large brokerage firm. The program reduced a vendor list of 300 consulting companies down to 80 and then down to 30 companies with a detailed list of all skills provided by each consulting company. The result was a streamlined process that contributed \$250M to overall cost reductions in consulting fees.
- Advised a large-scale telecommunications company, Global One, on consolidating its accounting services after a merger. Recommended and implemented three ideas to reduce costs and increase efficiency by implementing a global ERP to create a common accounting/finance platform; centralized multiple-country accounting functions into three global shared service centers, adopting a country-by-country migration strategy.
- Led a team at Coca-Cola Enterprises to automate a financial closing process, by building "earls" or quick reports and other solutions that today would be considered "Lean" tools. Cut closing time 30%. Also added a logistics system to evaluate the fleet operations, resulting in a reduction of gasoline expense.
- Program Manager on the implementation of a mainframe ERP, and designed systems to consolidate these operations, building an MSA mainframe accounting system to manage G/L, A/P, A/R, fixed assets, payroll interfaces, purchasing and inventory. In all, implemented 18 systems in 18 months, far exceeding management's expectations.
- Led a massive team at MetLife to evaluate the Controllershship function and reduce its headcount from 1800 to 600 people. Led a team to create a PMO, evaluate process documentation and identify related technology projects. Simplified and standardized the language used by the Controllershship division, creating a foundation for the division to go forward.

## **TCI, Oracle ERP and Shared Services**

### **VP Financial Systems**

Managed an Oracle ERP implementation and shared services. Built a 170-person team to implement comprehensive, enterprise-wide global accounting, data warehouse/Business Intelligence using Hyperion for financial reporting, and purchasing systems. Completed the project on time and within budget.

## **Medical Inter-Insurance Exchange (MIIX)**

### **AVP and CIO**

- Led a team to perform a quality audit and recommended several significant changes. As a result, joined the company as AVP and CIO.
- Led the design of a custom system and rebuilt the infrastructure in the

organization including the Help Desk, release management, PMO, Portfolio Management, security, network re-design, Desk Top and Desk Top publishing, and IT training for end users.

- Developed processes for procuring consulting staff, set up contract administration; defined IT processes and methodologies, and conducted Oracle staff development. Within 18 months, the system was operational, costs were cut 25% by the end of the first year, cash flow improved by doing monthly instead of annual renewals, and the company now had a robust repository of information for analysis.

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## Skills and Experience

### Program Management Experience

- Large Scale Project and Program Management and Portfolio Management Experience
- Authored PMO methodology for E&Y
- Accounting ERP and Budgeting
- CRM
- Financial systems including Oracle, Peoplesoft, JDE, and others
- Purchasing/Procurement
- E-commerce, e-learning
- Supply Chain
- Learning Solution Development
- Human Resources, Payroll, and Corporate University
- Business Intelligence (Data Warehouse)
- Recruiting
- Cost, Revenue, and Project Accounting
- Custom Development
- Financial Services, Insurance including Medical Malpractice and Hospital systems
- Utility – Operator Qualification and Smart Meter Consumer Products
- Telecommunications
- Vendor Management Programs
- Shared Services (Project Manager on 5 large scale Shared Service center projects)

### Six Sigma and Lean Experience

- Extensive project management with large projects, delivering results against targeted milestones
- Demonstrated business savvy in driving change within an organization and via VOC
- Ability to manage multiple projects remotely
- Broad range of business understanding to allow for custom change management
- Extensive Customer Facing experience
- Experience with Feedback processes that Measure Performance
- Developing Lean and Process training programs
- Project Selection
- DMAIC, DFSS, DOE, Minitab
- Lean
- Led numerous Quality projects directed at key enabling process areas within the organization

## Education

*St. Johns University, New York*

B.S. Finance, M.B.A. Accounting, PMI, Master Black Belt Six Sigma