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PROGRAM / PORTFOLIO / PROJECT MANAGEMENT/TRAINING

**Re-engineering Business Analysis & / Portfolio Management/ Lean / Six Sigma / PMO / Best Practices
/Organizational Change Management and Development / Operations / Cost Reductions / Performance
Metrics / ERP/Program Management/ Learning Management/Managed Services/Portfolio Management/
Global Applications/NetSuite ERP/Oracle ERP/Supply Chain and Procurement**

An accomplished internal and external Business Process Improvement Program Manager, Michael Iadanza has designed critical paradigm shifts, business/process re-engineering programs, and IT development/deployment strategies to turn around failing programs, reduce costs and time, and build business improvement efficiencies. His latest endeavors were to manage large-scale corporate relocation projects.

Working with industry leaders **McKinsey** and **Ernst & Young**, as well as **AAA**, Fortune 500 clients, and smaller companies, he has demonstrated business savvy in driving change within an organization. Throughout his career, Mr. Iadanza has implemented Best Practices models, Learning Management, Managed Services, Six Sigma and Lean methodologies, and Portfolio/Program/Project Management processes to develop simplified, comprehensive, and workable plans, overcoming roadblocks to organizational efficiency, productivity, and profitability.

Evaluating diverse operational, training, facilities management, and IT issues, and developing strategic plans for large-scale programs and projects, Mr. Iadanza implemented new processes for Accounting/Finance, Purchasing, HR and Recruiting, Facilities Management, Business Intelligence, Learning Management, Corporate Relocations, Cost and Project Accounting, Shared Services, Consolidations, Quality Assurance, Off-Shore Development, Activity Based Costing and financial modeling and other areas.

Starting with Coca-Cola Enterprises as **National Director of Financial Systems**, Mr. Iadanza moved to Ernst & Young as **Senior Manager**, continuing to design solutions for his former employer as well as other Fortune 500 companies including MetLife. Offered a position by a client, he joined Medical Inter-Insurance Exchange (MIIX) as **AVP and CIO**, and designed a customized operations system for its entire back office, Learning Management, and a fee for service model. Mike also coordinated all change management activities for MIIX Financial and HR applications.

Looking to return to a larger company, he joined TCI as **VP Financial Systems** to implement an Oracle ERP system and shared services. But, anxious to move back East, he rejoined Ernst & Young as **Senior Manager**, focusing on shared services and **Oracle** financial systems for numerous clients as well as conducting business development.

When Capgemini acquired E&Y, Mr. Iadanza decided to consider other opportunities while managing **independent consulting** assignments for his company, ICHIN Consulting. His primary assignments involved developing instructional design materials for a corporate training program; and building a sales and marketing strategy for a development company owned by former Russian scientists. He secured the first three clients for \$3M in contracts.

Joining McKinsey and Company as **Senior Project Manager**, Mr. Iadanza implemented several internal projects including establishing an Off-Shore Development Center (ODC) and implementing an Ariba Purchasing system. Deciding to move to California with his family, he returned to his role as an **Independent Consultant** for ICHIN during the transition, coordinating the efforts of a new vendor for the College Board.

Once in San Francisco, Mr. Iadanza accepted a **Senior Consultant / Program Manager position**, with the AAA of California, Nevada, and Utah. Managing several business process re-engineering and change initiatives, his primary projects have been establishing a corporate University to improve training and managing a \$230M main office relocation project. Upon completion of his last assignment at AAA, Mr. Iadanza again returned to his role as an **Independent Consultant** and successfully managed an Operator Qualification program for a North California Utility. He has managed facilities move projects for Clorox and Silicon Valley Bank.

Mr. Iadanza holds an **MBA** in Accounting and a **BS** in Finance from St. John's University in Queens, NY, NY.

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Career Summary and Selected Highlights

Partner ICHIN Consulting, Sacramento and San Francisco CA 2009 to Present

Mr. Iadanza has recently been focusing on NetSuite ERP and corporate relocation projects. Michael has managed NetSuite ERP projects for a 95,000 person labor union. The project was completed on time and under budget. Mr. Iadanza has developed a complete toolkit of Accounting processes, templates, and training documentation for NetSuite Applications. He has managed projects for major consumer products and financial services firms. Both projects resulted in significant cost reductions. Mr. Iadanza has developed his own unique relocation project methodology and tool kit. This includes construction, change management, technology, mobile workforce, training, facilities management process development, and Welcome kits to name a few. Mr. Iadanza was recruited to manage a \$7M program to organize the Operator Qualification program for a SF utility. The program required the coordination of multiple business units including Engineering, Field Operations, Training Development, and Training Delivery. He was able to overcome distrust among the groups and poor program organization. Under Mr. Iadanza's leadership the project was successfully completed on time and approximately \$500k under budget substantially exceeding management expectations.

Senior Consultant / Program Manager AAA of N. California, Nevada, and Utah, San Francisco, CA, 2005 - 2009

A skilled business process improvement consultant, Mr. Iadanza was recruited as a Program Manager to direct the efforts of an 80-person team with a \$230M budget, in a corporate relocation project which included process re-engineering.

His first effort was to lead a Learning Management Selection project. The company's training program was disjointed and highly expensive, lacked an automated Learning Content Management System (LCMS), and was not focused on business needs and core skills, but rather on broad concepts. Two previous project teams had failed to develop a workable, successful program.

Mr. Iadanza changed the entire training paradigm from "build it, they will come" to designing a program based on skills gaps. Working with operating unit heads and executives, he defined the critical training needs, and then the curricula and University to meet those needs. He identified, procured, and implemented the appropriate LCMS and Learning Management System (LMS).

Successful implementation of the LCMS and LMS at 25% below budget enabled him to develop 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.

Partner ICHIN Consulting, Princeton Junction, NJ, 2004 - 2005

In the process of moving to California, Mr. Iadanza was approached by the College Board to act as 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. Relations between the new vendor and Education Testing Service (ETS), the company who converts the raw scores to final SAT results, was suffering. The entire process needed to be organized, documentation needed to be improved, and a cooperative working relationship needed to be established between the vendor and ETS.

Mr. Iadanza coordinated the efforts of the key vendor, the internal CB team, and diverse other vendors in implementing the new SAT's software and processes. Quickly addressing and getting project issues under control, he 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.

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Senior Project Manager McKinsey and Company, New York, NY, 2001 - 2004

Serving as an internal Business Consultant, Mr. Iadanza led a team of 40 Project Managers responsible for developing and deploying cost cutting initiatives for this global strategy consulting firm. During his tenure, he directed several critical initiatives for McKinsey.

The company had procured the Ariba Purchasing system, but the implementation team could not understand how the Order-to-Pay system fit into the larger picture – the entire process. As a result, there were delays in vendor payments, excessive credit-hold situations, and the company was unable to take advantage of discounts.

Mr. Iadanza re-staffed and reorganized a combined shared services and purchasing team, leading the team in working on the e-procurement system and developing new processes for the Shared Service Center. Then, he trained the support staff on use of the new system.

Within six weeks, he had reduced the average payment cycle from 60 days to 10, cut the time to pay vendor invoices from six to two days, eliminated all credit-holds, and began taking advantage of all offered discounts. In addition, he converted more transactions to the p-card, with a more cost effective unit cost of order-to-pay transactions.

Upon completion of the Ariba project, Mr. Iadanza was presented with his next project. The firm was in the process of establishing an Off-Shore Development Center (ODC), but had no real plan or SDLC process for accomplishing this task and appeared to lack a real understanding of the paradigm shift required to manage IT projects from India.

Based on his off-shore development experience, Mr. Iadanza was tasked to get the project off the ground. Leading a team, he defined working relationships between the off-shore vendor and the firm. Collaborating with the Methodology Department and the vendor, he developed a more robust development methodology. He implemented a benchmarking and metrics reporting model using Kaplan-Norton benchmarking techniques. Finally, he designed and conducted appropriate training for all involved.

Within six months, the company transitioned many projects and more than 100 development resources off-shore. The successful project reduced the company's IT development spend 40% while maintaining the high quality of IT deliverables post-implementation.

Partner ICHIN Consulting, Princeton Junction, NJ, 2000 - 2001

Following the sale of Ernst & Young to CapGemini, Mr. Iadanza served as an independent consultant, providing business strategy and emerging technology services to startup Internet companies providing global outsource IT services.

Two Russian ex-rocket scientists hired Mr. Iadanza as an Acting VP of Professional Services for their startup company. Softlabs had development, infrastructure and sales staff mostly in Russia, but no US products or sales. Using Big 4 company methodologies, Mr. Iadanza helped the fledgling company define a niche and target markets. He determined the overall strategy, defined the company as a web development expertise provider, implemented SDLC, identified markets, wrote proposals, prepared marketing collateral and oversaw development of the plan, including working with off-shore organizations.

As a result, he increased the number of sales closures 50% and brought in \$3M in contracts, securing three initial clients – a payroll processing firm needing help with its custom Web application, “The Economist” magazine, and the Metropolitan Museum. The key to his success was creating a Big 4 service, offered at staff augmentation prices.

During this same period, Mr. Iadanza was approached by Braun Consulting. Internal training was disorganized. The company was unable to determine how much was being spent on training, whether it was appropriate, and therefore, whether they were getting value for the spend. After evaluating the program, Mr. Iadanza found that there were no management plans for individual consultants. Matching skills with the types of programs the company sold, he laid out

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individual training/growth plans for each consultant and determined the cost per person, considering use of instructor-led as well as web-based training. He reduced consultant training by 50% and the new plan paid for itself in six to nine months. The strong company went on to a successful IPO. He was also engaged to assist with a corporate relocation project.

Senior Manager (Partner Elect) Ernst & Young LLP, New York, NY, 1997 - 2000

Mr. Iadanza was hired by this global management consulting and integration firm, to develop and implement the initial practice for the Professional Service Automation and E-Procurement of Business Practice. The following represent his major projects during this period:

Cablevision had been implementing, unsuccessfully, an Oracle ERP for the previous 18 months. Oracle Consulting had completed Phase I with more than 100 problems. Stymied, Cablevision hired Ernst & Young to get the project moving. Meeting with senior management to discuss implementation problems, Mr. Iadanza laid out several suggestions, resulting in an engagement to conduct an Operations Review, assess the situation, and suggest solutions. Over three weeks, Mike led a small team in defining three major suggestions. This resulted in an eight-month \$5-6M project, with Mr. Iadanza directing a combined team of 100 Oracle and E&Y staff. Setting a new deadline, he ensured the project would be completed on time.

Called to a new engagement before the Cablevision project was completed, Mr. Iadanza took on a project to establish E-Procurement for Business Professionals for a large brokerage firm. The client was spending \$1B annually for consulting fees and needed to reduce hiring costs and consulting fees. After assessing the situation, he realized that the company had many different hiring managers, using different practices and criteria including favorable hiring practices for selected consultants. There was no consistency to selection or compensation levels. Too much time was spent on reconciling, on-boarding, billing, etc.

Leading a team through an “exchange model,” Mr. Iadanza conceived of E-Procurement for Business Professionals, an online process and documentation for hiring consultants and other professional staff. He 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.

During this period, Mr. Iadanza also advised a large-scale telecommunications company, Global One, on consolidating its accounting services after a merger. He recommended and implemented three ideas to reduce costs and increase efficiency by implementing a global ERP to create a common accounting/finance platform; centralizing multiple-country accounting functions into three global shared service centers; and adopting a country-by-country migration strategy.

In addition, taking advantage of Mr. Iadanza’s planning, project management, process improvement, and training skills he assisted the City of Philadelphia with its implementation of a parking and moving ticket violation system. Mr. Iadanza wrote the winning proposal and was responsible to develop the training, accounting for the financial transactions, and processes that were delivered to over 300 internal employees of the Court. The project consisted of case scheduling, adjudication, appeals, and accounting. His role on the project was completed on time and at budget.

VP Financial Systems TCI, 1996 - 1997

Mr. Iadanza was hired to manage an Oracle ERP implementation and shared services. Built a 170-person team to implement comprehensive, enterprise-wide global accounting, data warehouse for financial reporting, and purchasing systems. He completed the project on time and within budget for this nationwide cable TV company.

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AVP and CIO Medical Inter-Insurance Exchange (MIIX), 1994 – 1996

After trying to build an operations system and failing for the previous two years, MIIX engaged E&Y to perform a quality audit and Mr. Iadanza recommended several significant changes. As a result, the company offered him a position as AVP and CIO.

Leading the design of a custom system, he rebuilt the infrastructure in the organization including the Help Desk, release management, security, network re-design, Desk Top and Desk Top publishing, and IT training for end users. He 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.

Senior Manager Ernst & Young, 1992 - 1994

In his first assignment with Ernst & Young, Mr. Iadanza had the opportunity to work with two major clients, Coca-Cola Enterprise, the largest bottler in the company, and MetLife.

Coca-Cola Enterprises, with operations nationwide and in South America, used a manual process to close the books, requiring 10 days. In addition, reporting also took an excessive amount of time. Assessing the situation, Mr. Iadanza automated the process, building “earls” or quick reports and other solutions that today would be considered “Lean” tools. As a result he cut closing time 30%. He also added a logistics system to evaluate the fleet operations, resulting in a reduction in the cost of gasoline.

This same client also had been having issues with implementing its mainframe ERP. After acquiring several companies, Coca-Cola Enterprises had formed them into a Northeast region with three territories. When Mr. Iadanza took over the ERP project, he 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, he implemented 18 systems in 18 months, far exceeding management’s expectations.

Another major client, MetLife, engaged E&Y to evaluate its Controllershship function and reduce its headcount from 1800 to 600 people. Many resources had been allocated to achieve this goal, but the result was chaos and lack of cooperation. Taking charge of the project, Mr. Iadanza laid out basic operating rules, set goals, and insisted on cooperation among all participants, clearly outlining responsibilities and compensation. Under his leadership, the team evaluated process documentation and identified related technology projects. He simplified and standardized the language used by the Controllershship division, creating a foundation for the division to go forward.

Previously, Mr. Iadanza had served as **National Director of Financial Systems** for Coca-Cola Enterprises, 1989 – 1991.

Academic Qualifications, Training and Professional Associations

Mr. Iadanza earned both an **MBA** in Accounting and a **BS** in Finance from St. John’s University in Queens, New York, NY. He is Michael Hammer Certified as a Process Engineering Master and holds a Six Sigma Master Black Belt. Mr. Iadanza also is **PMP** certified. He is also a Steering Committee member, of the San Francisco Quality Assurance Institute Portfolio Program Management User Group.