

Executive Resume

Todd Christiansen

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Expertise

Digital Transformation, IT & Business Strategic Planning, Change Management, Enterprise Architecture, Software Development, Program Management, Cross-Functional Team Leadership, M&A/Divestiture, Cloud Architecture, Portfolio Management and Rationalization, IT Operations, Agile Methodologies (Kanban, SCRUM), Organizational Development, System Integration, Prototyping, SDLC, Web Applications, Dev/Ops.

Leadership Profile

Transformative business and IT leader who creates meaningful organizational change through the design and delivery of innovative business and system solutions. Adaptive, collaborative team-builder who promotes corporate cultures that foster both operational and architectural innovation. Insightful developer of strategic plans and roadmaps that drive practical action and engage all business stakeholders, including senior and departmental management, internal staff, and vendor/external resources. Sought after subject matter expert on digital transformation in the media, enterprise solution development, and technology best practices. Experience in a variety of industries, including media, publishing, financial services, high-tech, telecommunications, chemical, retail, manufacturing, automotive, consumer goods, and professional services.

Professional Experience

Micron Technology, Inc
Boise, ID

Sr Manager - Enterprise Applications, Finance
2018-Present

Leads a team of IT professionals enabling the digital transformation of the Finance organization at Micron.

Collaborates with CFO staff to define the business driven strategic roadmap – then delivers on the plan:

- Delivered a cloud hosted Standard Cost solution, integrated with the core ERP system, enabling new business insights and decision making capabilities.
- On-boarded and implemented the first Robotic Process Automation (RPA) solutions within Enterprise Applications eliminating the need for 300+ hours of manual activity each month.
- Re-energized a demoralized team, improving employee engagement scores by 20% over a 12 month period.
- Designed and implemented an off-shore staffing plan, building an in-house team from the ground up resulting in multi-million dollar savings on an annual basis.

TCC

Boise, ID

Principal
2016-2018

Provides executive-level expertise on IT and business strategies to corporate and non-profit clients. Sought after subject matter expert (SME) on digital transformation in the media industry, enterprise solutions, and technology best practices.

Example engagements include:

- Corporate C-suite advisor on multiple enterprise solution projects covering Work Management, Project Portfolio Management (PPM), Outsourcing, ERP, and other solutions.
- Advisor for media industry clients on topics including the digital transformation of TV, consolidation drivers in the media industry, 3rd Party operations and support services, video over IP conversions and operations, and the role of Nielsen in the industry.
- Assisted with the successful establishment of a non-profit organization with federal 501(c)(3) designation by advising on regulatory and filing requirements.

Disney ABC Television Group
Burbank, CA

Vice President – Next Generation Media Solutions
2013 to 2016

Promoted to lead strategic planning and execution of digital transformation initiatives improving Disney ABC Television Group business operations. Directed a bi-coastal team of 200+ staff (135 employees) delivering projects covering key business process digitization, workflow automation, and data analytics platform development. Oversaw 24/7/365 operations of critical OTT video and content management infrastructures. Managed a portfolio of 200+ applications, 20+ major projects, and a \$29.5 Million combined capital and operating budget.

- Significantly increased the solution delivery success rate and improved business satisfaction by integrating Agile development and Dev/Ops methodologies, user-centric design, and modern development architectures (Cloud) into the organization.
- Reduced the delivery time for cross-platform viewership reporting from days to minutes by leading the design and deployment of a big data analytics platform.
- Enabled the 24/7/365 operation of OTT streaming solutions by developing innovative operational support plans and organizational models.
- Increased solution development throughput and delivery capabilities by restructuring the bi-coastal development teams and integrating a 3rd party service provider to help support daily operations.
- Improved the company's financial and management reporting by working with the CFO and Corporate Controller to redefine the chart of accounts and G/L within SAP.
- Reduced program scheduling process time by 20% by collaborating with the EVP-Program Scheduling to replace a manual planning process with a fully digital solution.
- Delivered new Salesforce platform capabilities that enabled the Affiliate Relations and Marketing Department to manage network affiliate business relationships better.

Disney ABC Television Group
New York, NY

Executive Director – Next Generation Program Delivery
2011 to 2013

Volunteered to lead "Project Columbus," a troubled initiative to build a next-generation broadcast supply chain designed to increase business agility, reduce costs, re-engineering broadcast operations, and modernize supporting system architectures and technologies. Managed a cross-functional team of 150+ people researching, designing and architecting operational processes and technical solutions. Supervised 3rd party providers and negotiated all support contracts. Oversaw a combined \$95 Million operational and capital budget.

- Revolutionized operations by transitioning company away from hardware heavy, capital-intensive systems, to flexible, agile solutions supported by cutting-edge software and cloud architectures.
- Reduced media content processing times from days to minutes by automating 80% of the process' manual monitoring and execution tasks with the use of APIs, micro-services, an integration bus, and a Business Process Management (BPM) platform.
- Ensured the successful integration of new processes and systems into day-to-day operations by leading Proof of Concept projects and other change management initiatives to demonstrate the feasibility of the "impossible" to staff and promote acceptance of operational/system changes.
- Oversaw the opening of two new facilities specifically designed to support newly optimized workflows, including a Video over IP Broadcast Center and a Network Television Maintenance Shop.

Disney ABC Television Group

New York City, NY

Executive Director Client Management and Solution Delivery

2010 to 2011

Managed a 65-person Application Development team supporting key ABC Network business functions, including Sales, Finance, Marketing, Operations, Engineering, and ABC News. Oversaw the redesign of team operating model to reduce costs, better align with business needs, and improve solution delivery.

- Completed a \$10 Million multiyear effort to modernize the core television network system by delivering the SintecMedia OnAir system in support of new Traffic, Log, and Billing processes.
- Built business case for, and successfully delivered in 6 months, a Phase II SintecMedia OnAir upgrade that stabilized the new operating environment and added business capabilities sought in the first launch.
- Reduced annual operating expense by \$500k during the first six months through the elimination of unwarranted service agreements.
- Promoted the more effective use of technical resources and ensured the continued support of business operations by implementing a new business-technology engagement model.
- Build the team that designed and supported the first Data Warehouse solution for the ABC Television Network.
- Significantly reduced company quality assurance costs by establishing a Disney company-level quality assurance shared service framework, allowing all business units to tap into QA resources at below-market prices.

AIG Consumer Finance Group

New York, NY

Vice President – Global Applications

2007 to 2010

Recruited to be the first global leader of business solutions for AIG Consumer Finance Group. Developed and executed technology strategy and roadmap to transform the organization from a holding company/portfolio business model into a global operation with common practices and solutions. Managed a 240 member, globally dispersed Application Development Team and a \$15 Million budget. Directed technical Merger & Acquisition (M&A) and divestiture activities in support of company strategies. Oversaw vendor management, IT contract negotiations, project management, and compliance with all regulatory and industry control standards (SOX, PCI, PII, etc.).

- Developed global technology strategy and roadmap to support consolidated global operations and revenue growth of \$800 Million (to \$1 Billion) over five years. Enabled additional \$5 Million in annual cost savings by reducing portfolio from 350+ applications to 80. Achieved buy-in for strategy from business leaders across 16 organizations in 10 different countries.
- Completed technical evaluation and integration of 3 M&A targets in first 12 months. Developed a standard playbook for M&A technical analysis and integration to make process repeatable.
- Led 16 technical divestiture efforts over an 18-month period in support of shifting company strategy. Successfully ensured seamless transition and continued operations of all divested entities. Activities included scoping, project management, negotiation of Transition Service Agreements (TSAs), 'Day One' readiness, and vendor negotiations.
- Realized \$500k in savings during the first 12 months by rationalizing resources, eliminating unnecessary licenses and hardware, and introducing more efficient development processes.
- Reduced risk to business operations by standardizing change management and production change deployment procedures.

YesSolutions Inc (a Bookspan company)
Garden City, NY

Director eCommerce Platform
2005 to 2007

Selected to lead a 25-person team that developed and ran day-to-day operations for an eCommerce Platform supporting 32 branded websites. Partnered with the heads of Sales, Marketing and the eMarketing team to modernize the organization's web presence, increase business flexibility, and test new go-to-market strategies. Delivered analytics related to consumer website behavior and recommended personalization strategies and engine capabilities based on the data.

- Modernized the eCommerce platform by deploying a new Service Architecture, providing the company with a flexible platform that supported the integration of sister company sites and the launch of new web-based business models.
- Reduced production issues and accelerated issue resolution through the introduction of a services-based architecture, Agile development practices, and improved issue and resolution practices.
- Ensured eCommerce platform PCI and PII compliance by adopting industry standards and remediating issues.

YesSolutions Inc (a Bookspan company)
Garden City, NY

Director - Strategic Programs
2002 to 2005

Led the planning and execution of strategic transformation initiatives within the company. Managed cross-functional team of 150+ employees, consultants, and contractors. Oversaw initiative Program Management, executive status reporting, and a \$20M capital budget.

- Delivered \$10+ Million in annual savings by rationalizing system portfolio, synthesizing 2 IT operating models, and migrating operations from existing data center to a lower cost center with greater capabilities, all with no disruption to regular operations.
- Migrated 8+ Million consumer subscription accounts to a new platform without error and disruption to revenue or customer experience.
- Implemented Portfolio Management Office and investment review board to improve the quality of investment decision making and maximize project ROI.
- Improved quality of project management and delivery by developing SOPs, implementing a Time & Activity Reporting System, creating a Demand Management process, and introducing a Request Prioritization process.
- Modernized IT delivery capabilities with the introduction of Service Oriented Architecture, Enterprise Service Bus, and iterative development practices.
- Appointed by the CIO to conduct the technical review of potential M&A targets and to perform due diligence on business development activities.

YesSolutions Inc (a Bookspan company)
Garden City, NY

Director - Marketing Systems
2002

Build a technology team of 10 to implement a new SAP ERP system-based marketing solution. Drove the process design and re-engineering effort to ensure alignment between business practices and the underlying technology. Developed and directed organizational change management activities in support of the program.

- Recruited and trained top-shelf SAP talent to join the team, based on an organizational plan developed in conjunction with the VP of Applications and HR.
- Enabled the company to avoid major financial and operational losses by convincing the C-suite to end project based on detailed risk assessments and ROI analysis findings.

SAP America Inc

Oakbrook, IL

Platinum Consultant

1999 to 2002

As member of elite professional services team, provided project management, subject matter expertise, and troubleshooting services in support of client SAP implementations. Recognized North American expert for Customer Service, Service Management, and Customer Relationship Management (CRM). Assisted in pre-sales and sale activities and mentored other consultants on best practices.

- Scoped, executed and delivered the first reference implementation of SAP CRM 2.0 in North America. Delivered global pilot launch in 7 months and within 10% of the original time and budget estimates.
- Completed full global roll-out of SAP CRM 2.0 Sales Force Automation and SAP BW for hi-tech company, supporting their objective to achieve global sales pipeline data consistency, improve margins, and standardize processes.
- Drove a strategic development effort between key client and the SAP development center in Germany leading to the build-out of the SAP CRM 3.0 hi-tech industry template for sales force automation.
- Delivered successful implementations at clients across multiple industries, including High Tech, Telecommunications, Chemical, Retail, Heavy Equipment, Automotive, Technology, Consumer Goods, Financial Services, and Professional Services.

SAP America Inc

Oakbrook, IL

Consultant (SM, SD)

1996 to 1999

Provided implementation support and subject matter expertise for SAP deployments at selected clients. Assisted with pre-sales and sales activities.

- Directed process re-engineering and design efforts at multiple clients to clarify their requirements and ensure alignment between business objectives and technical deliverables.
- Created new consulting revenue opportunities through networking and word-of-mouth reputation, resulting in a 100+% utilization at higher billable rates.
- Presented at SAPHIRE and ASUG on the topics of Customer Service and Service Management.

Education

- Master of Business Administration (General Management), Vanderbilt University, Nashville, TN
- Bachelor of Arts (History & French), Brigham Young University, Provo, UT

Awards and Patents

- Recipient of 2 Disney Inventor Awards
- Co-filer on 2 US Patents (pending)

Technical Expertise

SAP ERM, SAP CRM, SAP BI, Salesforce, Apttus, COGNOS, TM1, Hyperion, OBIEE, Netezza, Hadoop, R, .Net Framework, J2EE, Java, LAMP, MEAN, Python, COBOL, Oracle Framework, MS SQL, Oracle DB, IBM WebSphere ESB, IBM WebSphere BPM, IBM MQ, IBM WebSphere DataPower, Signiant, Aspera

Key Accomplishments

Stepping Up, Getting It Done

Situation:

A major national broadcaster had a significant portion of its operating budget tied up in depreciation of capital assets. Traditionally, broadcast technology has been hardware based. Improvements such as the move to HD required the acquisition of all new hardware and equipment. These purchases had high initial capital costs and a major long-term impact on operating expenses.

The Chief Technology Officer initiated an effort to deploy cloud-based software solutions to minimize capital outlays. The new solutions would also provide greater operational flexibility, enable the reinvention of workflows, and increase resiliency in the environment. After ten months, the initiative was not moving forward as it should.

Action Plan:

- Volunteered to assume leadership of the initiative to get it back on track.
- Met with the prior leadership team, discussed the future roles they would play in the initiative, and ensured they were on board with the changes.
- Triaged the current state of the program by reviewing the objectives and progress to date. Made course corrections where necessary and began uninitiated workstreams to ensure on-time delivery of project.
- Identified and acted upon the need to build a more robust project team. Defined the new team structure and recruited knowledgeable employees, contractors, and consultants, to build a cross-functional team of 150+ people aligned to a common objective.
- Established Project Management Office practices to ensure proper governance of the program throughout its lifecycle.
- Collaborated with team leaders to re-define program milestones, timelines, and success metrics.
- Used Proof of Concept exercises to evaluate the viability of potential solutions.
- Created a safe team environment that facilitated innovation. Protected team members from the organizational inertia that impeded change.
- Mentored team members in new roles to build staff confidence in their contributions and ensure the effectiveness of their efforts.
- Celebrated success with team members!

Results:

Revolutionized company operations by successfully transitioning from hardware heavy, capital-intensive systems, to flexible, agile solutions supported by cutting-edge software and cloud architectures. The program delivered the first video over IP broadcast feed for a national TV network and automated the content management workflow, removing 80% of the manual effort required to process on-air content and reducing the cycle time of a commercial spot from days to hours. Also constructed two new physical facilities – a new broadcast operations center and a new TV Network maintenance center – optimized around the new workflows. Overall the changes gave the business more flexibility to deal with last-minute advertiser changes and created the potential for higher revenue.

Key Accomplishments

Global Integration Strategy: A Collaborative Approach

Situation:

A multinational consumer finance company comprised of 16 operating companies in 10 different countries sought to transform itself from a holding/operating company to a consolidated global operating company. The company also had the goal to grow from \$200Million to \$1 Billion in revenue within a 5-year period. Due to multiple acquisitions and subsequent laissez-faire management, the organization did not provide consistent services across its markets, and each operating company addressed their technology needs on their own. Early in the global transformation process, the organization determined it needed to standardize business platforms, improve operating efficiency, reduce costs, simplify integration of newly acquired companies, and make it easier to launch new business markets.

Action Plan:

- Interviewed operating company business leaders to understand their go-to-market strategies, key market conditions, core competencies, current business operations, and how well their systems supported their business objectives
- Developed a business capability map, approved by the operating company leadership teams and presented to global senior management, to ensure a common understanding of business capabilities across the various operating companies
- Interviewed local technology leaders to gain an understanding of current solutions, evaluate the strengths and weaknesses of each, and understand how each solution aligned with the business function.
- Developed a target ('to-be') business capability map along with a list of high-level technology solutions needed to support the business operations going forward.
- Evaluated the fit and feasibility of current solutions within the portfolio against the approved target state model and made recommendations on which solutions should be carried forward.
- Researched external solutions to determine fit, function, and ability to address business capability gaps.
- Collaborated with local team members to conduct Proof of Concepts to evaluate promising new solutions and determine which ones to pursue.
- Composed findings and recommendations into a final 'to-be' Enterprise Architecture diagram and presented to the various business and technology leadership teams to gain buy-in.

Results:

Developed a global technology strategy and roadmap that would reduce portfolio complexity, decrease the number of applications from 350+ to 80, provide \$5M in annual savings, and drive global consistency while supporting local market conditions. Attained consensus and the strategy across the executive leadership teams of the 16 operating companies, the parent company, and the divisional business leaders.

Key Accomplishments

Delivering a Digital World

Situation:

Due to increased pressures on top-line revenue, a major broadcast network in the US needed to become more efficient in its operations. Staff executed many business processes and tasks manually. Additionally, team members were comfortable with the status quo and reluctant to change how they performed their work. As a result, information flow between departments and business partners remained slow, impeding the company's efforts to be nimble and reactive to the market. The manual processes often delayed decision making when the correct report or piece of paper was not present in meetings, and the company put in place layers of management to ensure processes moved forward. The network needed to bring its processes and procedures into the digital world and train its team members to use the new solutions.

Action Plan:

- Met with business leaders to discuss the challenges they faced in their operations, their efficiency targets, and how best my team and I could support them
- Identified opportunities for process improvement, workflow automation, and new tools that would improve work team efficiency and enhance the information exchange between different parts of the business
- Built consensus on shared objectives and defined the scope of the effort.
- Scheduled the effort within the existing project portfolio, establishing expectations on the project milestones and schedule.
- Assembled a project team from across the company and ensured they had a clear understanding of the business objectives and targets. Secured any needed additional resources for the effort, including software/hardware licenses.
- Established top-level technical architecture and guidelines for the effort – setting the guard rails – to ensure the effort was in line with the broader technology strategy established for the company.
- Maintained executive oversight of the effort to ensure timely resolution of issues, mitigation of risks, meeting of user community needs, and general progress against the time and budget
- Celebrated the launch of the solution with the team and users!

Results:

The digitization of work processes resulted in vast improvements in information flow and effectiveness of employee efforts. In one instance, due to the additional information and analytical tools available within the digital solution, the time and effort involved in business decision-making processes were reduced by 20% and a full month of standard meetings was no longer required.

Industry Insights

Technology as a Business Function.

Business Value of Technology

For too long management teams have viewed Information Technology (IT) functions as second-rate participants in the business. This is often demonstrated by company reporting structures where the Chief Information Officer (CIO) or Chief Technology Officer (CTO) is not a full participant on the executive leadership team. As a result, people view the IT function as an internal service provider tasked with keeping the leaders of other functions happy. Since the CIO and his team play a key role in the effective execution of business operations, it is important to recognize the business value of technology. Companies that demonstrate the highest rates of return, success in innovation, and market resiliency are those that recognize the value of technology. They have CIOs that are as adept at developing a business strategy as they are a technology strategy and have an equal seat on the leadership team. The best companies recognize that technology is a key enabler of business growth and not just a cost center.

The technology team is not an internal vendor

To get the greatest value from a company's technology, the IT organization must have a proper relationship with other functions within the company. Too often the technology team allows itself to be placed in a subservient 'order taker' role and becomes a service provider to other company functions. This is an unhealthy model as it puts the technology organization on an unequal footing that prevents innovation. Many technology teams need to recalibrate their mindset and demonstrate their ability to think about the broader business. Companies achieve the best results when it treats IT like an integral part of company success.

The three-legged stool

Many people are familiar with the three-legged stool used in olden times to milk cows. These stools are notoriously hard to balance on. Similarly, it is often difficult to balance the three legs of cost, quality, and speed in technology initiatives. People often think that you can optimize two but never all three, thus never achieving balance. Modern delivery practices are turning this assumption on its head. Agile methodologies such as Test-Driven Development (TDD), Continuous Integration (CI) and Continuous Deployment (CD) allows one to achieve a balance between all three – delivering higher quality, at greater speed, with lower costs.

Assessing the value of shiny objects

The technical world is full of shiny objects, whether its new hardware (smartphones, tablets, RFI chips, etc.), software (cloud hosted solutions, niche solutions solving a specific business problem, etc.) or methodologies (Agile, TDD, CI/CD, etc.). Many organizations get caught in the trap of chasing shiny objects without fully assessing their value to their operations and bottom line. A CIO must establish the guidelines by which new solutions are measured. Before committing large sums of money, potential solutions should be put through a pilot/ proof of concept process to demonstrate their business value to the organization. Companies should only pursue solutions that demonstrate a positive return.

Data does not equal insights

Today's business world is awash in data. Companies are generating, collecting and storing more data than ever before. Unfortunately, this does not always lead to the desired result – business insight. Getting to business insight requires a strong foundation of timely and accurate data, along with the ability to mine, interpret and present the information in a meaningful way. No single solution does this as neither structured nor unstructured data is relevant in all situations. Instead, deriving business insights from data requires close collaboration between the business and technical teams across the data lifecycle (generation - curation - use) to determine the best approach and achieve results.

An adaptive organization

Due to constantly changing technologies and potential solutions, it is important to have an adaptive technology organization. Continuous learning is vital to a technology organization as, without it, the organization will not be able to adopt better practices and solutions as they become available. A proper understanding of where the business is heading and what it takes to get there can provide a framework for identifying what the organization needs to learn. Developing proper incentives, establishing personal development goals, and reviewing business problem learnings can all help ensure the proper progression of the team.

Digital Transformation is About Mind-Shift not About Technology

The machines are laughing

In many organizations, you do not need to look very far to find people performing activities that could be done by a machine. If the machines aren't laughing, they are at least taking it easy. From the beginning of time, people have invented machines to make life easier. Today's modern machines, computers, excel at doing repetitive, predictable tasks and in solving complex problems. With the increased capacity in computers – more powerful processors, larger amounts of memory – and the development of more sophisticated software solutions, the machines that once performed mathematical equations can now oversee and execute business processes and take on rote tasks through Robotic Process Automation (RPA). The beginning of any digital transformation is an understanding of what activities are performed within the organization and what can be handed over to the machines.

Technology ≠ Digital transformation

Too often companies think digital transformation is about technology and end up hammering nails with a shiny new screwdriver. True transformation occurs when you realign people, process and technology in a manner that optimizes the interactions between the three. You derive the greatest value from redefining how people perform their work, eliminating unnecessary activities, automating as much as possible, surfacing information to facilitate decision making, and providing user-friendly tools. Technology is an enabler, not the end game.

Articulating business value

Every undertaking, including digital transformation, must demonstrate value to the business. Any transformation effort should not be started until the value can be understood by the leaders of the organization, as well as by those who will be called upon to deliver the effort. Setting the business objectives from the outset is important. It is less important what the objectives are – cost reductions, revenue growth, the ability to launch a new business line/ product, stabilization – than the fact they exist and are clearly understood. Along with the definition of the target, it is imperative to define how success will be measured. This way you can hold people accountable for the results.

Do not pave the cowpaths

While they successfully get from point A to B, cows are not known for doing so efficiently. Similarly, it is easy to look at your organization's current processes and activities and deem them a success because things get done. The start of a digital transformation provides a unique opportunity to reassess how your company does things and to identify those areas in which business practices and the associated culture need to change. At its core, a digital transformation is about doing things in a new way to ensure the success of the organization going forward. To skip or discard the cultural aspects of the change will set the organization up for failure. True change comes by motivating and providing proper incentives for people to define new, more effective ways, of getting things done. This is not achieved by simple automation of past practices, but by the walking of new paths.

Not all companies are software companies

Nowadays, it is common to hear a statement along the lines of, "To succeed and thrive all companies need to be software companies." This sentiment grows from observing the market disruptions brought on by successful software companies such as Amazon, Netflix, Uber, etc. While it is an overstatement, there is merit in the thought. At the heart of the digital revolution and a key to its success is your willingness to look past the physical nature of your company's operations, imagine what you can do 'virtually,' and to build new processes, solutions, and products based on this perspective.

The human factor

While a goal of the digital revolution is to get machines (computers) to do as much as possible, it is also about making work as easy as possible for people. It is imperative not to lose sight of the human factor. Within every business process, there is a point in time where a person must act for things to progress properly. The best designed digital process considers this from the onset. The goal is to make it as easy as possible for people to interact with the process. This is achieved through user-centric design, wrapping boxed software (where necessary), and the analysis and presentation of relevant information at the right time. You achieve success when your new process is more efficient, effective, and accurate and the human steps are simpler, less error-prone and of greater value.