



Brian R. Zwaagstra

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Experience

Professional Services:

- ❑ Extensive experience in Professional Services consulting practice construction and management. Capable of building innovative professional service practices to multi-million revenue in short periods of time.
- ❑ Broad experience in client engagement from cradle (Business Development, Sales, Account Management) to grave (Technical Services, Business Services, Project Management, Customer Support).
- ❑ “Big 5” presence. Able to contact and build relationships with C level executives. Foster open dialog through honesty and emphasis on the customer’s best interest.
- ❑ Excel in P&L management and optimization. Advocate conservative accounting practices.
- ❑ Creative force behind approach to market, sales process and delivery, business development, performance methodologies, service delivery, employee development, and work management.
- ❑ Fluent in contract development and negotiation. Distinct experience with Statement of Work development within time and materials, fixed price, not to exceed, and milestone-based engagements.
- ❑ Evangelize metric-based performance measurement and compensation such as utilization, realization, division profit, and project profit.

My approach to management is a blend of concepts, techniques and tools derived from the Project Management Institute’s Body of Knowledge, Software Engineering Institute’s Capability Maturity Model and Software Process Framework, as well as industry best practices.

Project Management:

- ❑ Over 8,500 hours of project experience.
- ❑ Wide variety of projects including business process engineering, software development, systems integration, and software package implementation.
- ❑ Projects ranging from very small with part time matrix participants to multi million dollar with dozens of full time participants.
- ❑ Certified Project Management Professional from the Project Management Institute from 1999 to 2003

I apply scientific processes to the management of work toward a determined deliverable and utilize project chartering to clearly define project scope and deliverables. I advocate Joint Application Development and Joint Requirement Development techniques to establish a specific and detailed product design and configuration. I involve stakeholder communities throughout the process to obtain buy in, funding, and best utilization of product once project completes.

Consulting:

- ❑ Extensive experience at the executive management level.
- ❑ Specialize in business process management, technology architecture, and operations.
- ❑ Define best practices, recommendations, and alternative solutions.

As an executive business consultant I facilitate agreement on current business processes and define future processes given business requirements and ensure consistency with the feature sets of solution products. I perform analysis of future processes, business environment, goals and directions to derive detailed application design and configuration elements.



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Customer Relationships

I enjoy relationships with many organizations including the following:

Alberta Envirofuels	Florida Power Corp	Port Authority of Allegheny County
ALCOA	Fort James/Fort Howard	Post Properties
ALYESKA	Frontier	Public Services of New Mexico
Amtrak	Gaylord	Puerto Rico Electric Power Authority
Aqualta	GE Hungary	Rouge Steel
Arco	GE Plastics	Rubbermaid
Arkansas State Police	GE Power	San Diego Metropolitan Wastewater Department
Augusta Services	GE Turbine	San Francisco Municipal Rail and Buss
Banco Nacional de Costa Rica	Genentech	Santee Cooper
BASF	Georgia-Pacific	SC Johnson
BC Hydro	Government of the Virgin Islands	Schweitzer-Maduduit
Bloemfontein	Greater Cincinnati Water Works	Sikorsky
Bombardier	Hayworth	Smuckers
Bowater	Huntsman	Southern Peru Copper Corporation
British Gas	Idaho Power Company	Stelco
Bruce Power	IMC Global	Sunflower
Cape City Town Council	James Madison University	Sunflower Electric Power
Capital Metro	Kaiser	Sunoco
Cargil	Kansas City Power and Light	Tembec
Central Washington University	Koa Oil	Temple Inland
Centurion Town Counsel	Koppel Steel	Tennese Valley Authority
Century Aluminum	Kroger	Department of Defense
Chase Brass and Copper	Liberty Mutual	Toronto Hydro Electric Commission
Chevron	Lockeed Martin	Tosco
City of Augusta	Los Angeles Metropolitan Transit Authority	TransOcean
City of St. Paul	Metro Atlanta Regional Transit Authority	University of British Columbia
Cleveland Transit Authority	Maxon Engineering	University of Colorado
CMS Energy	Midrand Town Council	University of New Mexico
Coastal Refining	National Steel	USFilter
Colorado State University	New Zealand Dairy Group	Vermont Yankee
Columbian Chemical	Niagara Transit Authority	Washington Public Power Supply
Denver International Airport	Noranda	West Australian Health
Denver Public Schools	Nuclear Management Corporation	Westin Engineering
Detroit Edison	Oglethorpe University	Westinghouse
Detroit Water and Sewerage Dept	Omaha Public Power District	Willamette
East Vaal Town Council	Ontario Power Generation	Wisconsin Electric Power
Edmonton Power	Orion Refining	Wolf Creek Nuclear
Electric Power Development Corporation	PCS Nitrogen	Xcel Energy
EMEA	PECO	
Energy Northwest	Pharmacia	
Entergy	Phelps Dodge	
Enterprise Products	Philadelphia Water	
Exelon		
First Energy		
Florida Power and Light		

Employment

Indus International, Inc.

Indus International is the world's leading provider of Enterprise Asset Management (EAM) solutions - products and services that help improve business performance through better management of their assets.

Headquartered in Atlanta, Georgia, Indus provides software and services in more than 40 countries and has offices Worldwide. Indus is rated #27 on MSI's Top 100 Software Profiles and the 27th best performing company in Georgia according to PricewaterhouseCoopers LLP in 2002. Indus serves the Communications, Defense, Facilities Management, Manufacturing, Transit, Utilities, and Power Generation markets.

Contract Consultant, Principal - February 2003 to Present

Executive level consultant with focus on electronic document management in the enterprise asset management context. Directs all aspects of business process management and software implementation engagements from development of implementation plans and budgets, to scheduling resources, and launch strategies. Leads business process redesign/engineering, application design, technical architecture, business continuity planning, application development, application testing, application documentation, data migration, training, and Go Live activities.

Practice Manager, Workflow and Document Management - August 1999 to January 2003

Manager of professional services consulting practice with horizontal focus across vertical industries. Responsibilities include service delivery methodology, services best practice, detailed cost and duration estimation, quotes for services engagements, services contract development and negotiation, services proposal development and presentations, RFP/RFI response, pre-contract consulting, and executive level business consulting. Integral part of the sales cycle serving to position the value of Indus Curator Professional Services and project deliverables as well as product feature and function. Work closely with Business Development in lead generation and qualification, Product Development in product direction and feature enhancement, Customer Support in client issue escalation, and Human Resources in consultant hiring and professional development.

Direct project planning efforts, provide project oversight, project support, and issue escalation across Indus Curator implementations worldwide. Responsible for all aspects of implementation process from managing implementation plans and budgets, to scheduling resources, and go-live strategies. Integral part of the sales cycle serving to position the value of Professional Services and project deliverables as well as product feature and function.

Accomplishments

- ❑ Rated within top 1% across Indus worldwide in 2001 and 2002
- ❑ First Practice Manager within Indus. Led development of practice orientated framework for several emerging practices including the Application Integration, Data Migration, and Government Services.
- ❑ Grew services revenues from \$650,000 in 1999, \$1,745,000 in year 2001, \$2,000,000 in year 2002, and \$2,000,000 again in year 2003.
- ❑ Directly attributable for over \$1,000,000 license sales and \$2,000,000 services sales.
- ❑ Developed comprehensive service delivery methodology, deliverable templates, and tools. Methodology covered all aspects of engagement model including scoping, planning, business process engineering, software/hardware installation, architecture design and sizing, business continuity planning, and deployment.
- ❑ Developed comprehensive implementation services estimation methodology and tool set. Tool queries client requirements and outputs a complete Work Breakdown Structure, fees broken down by resource and project area, Assumptions, In-scope and Out-Of-Scope product features.

ALLTEL Information Services

ALLTEL Information Services, with clients in more than 50 countries and territories, provides information processing management, outsourcing services, professional consulting and application software to the financial, mortgage and telecommunications industries. As a strategic business partner, ALLTEL focuses on best-of-breed market leadership and best-of-suite integrated solutions, based on the business know-how and experience of nearly 40 years in the industry. ALLTEL systems and supporting business processes are at the foundation of some of the world's most successful financial services organizations.

Consulting Practice Manager - March 1997 to April 1999

Manager of professional services consulting practice with horizontal focus across vertical industries. Profit and loss responsibility for budget in excess of \$2.5 million.

Responsibilities included market analysis and business plan development, product and service collateral development (slicks, brochures, success stories, case studies, white papers), business development and sales support (RFP response, lead qualification, pre-sales consultation, ROI analysis, sales force education, services presentations and proposals), contract negotiation, contract administration, vendor management, financial management, budgeting, forecasts, performance evaluations, merit reviews, promotions, and disciplinary action. Recruited employees ranging from junior developers to senior business analysts and project managers both domestically and internally through the H1B Visa program. Directed project planning efforts, provided project oversight, project support, and issue escalation. Responsible for all aspects of implementation process from managing implementation plans and budgets, to scheduling resources, and go-live strategies.

Accomplishments

- ❑ Created professional services division initiating Application Management, ERP Package Implementation, Rapid Application Development, and Web Development consulting practices. Researched and established business cases for Board of Directors and obtained funding through market analysis, cost to benefit analysis, and alignment with corporate strategic goals.
- ❑ Built ERP Package Implementation consulting practice from startup to \$2.5 million in revenue while self-funding and profitable within the first year of operation.
- ❑ Co-authored 5DLC (Define, Design, Develop, Debug and Deploy) a life cycle methodology for custom development and implementation projects. Methodology became standard across the entire Alltel Professional Services organization. The 5DLC was designed to reduce project risk, increase project margins and serve as evidence of expertise in competitive sales opportunities.
- ❑ Acquired a significantly over budget and off schedule PeopleSoft Inc. HRMS implementation and managed it back to schedule. As Project Director I oversaw a dedicated Project Office, 28 full time resources, and more than \$10 million in expenditure. Project resources were a mix of direct reports, matrixed Alltel employees, and consultants from various vendors. Utilized Progressive Wave Planning to scope and execute multiple parallel configuration and customization efforts (i.e. Fast Tracking).

Total Solutions Group

Total Solutions Group is an IBM business partner providing IBM hardware and software services across all industries. TSG is the leader in IBM technical consulting services in the Midwest. Areas of expertise include AIX installation and administration, IBM SP installation and administration, Router configuration and set up, Tivoli Storage Manager (TSM) Installation and Implementation, SAN and storage planning and implementation, disaster recovery planning and testing, and Websphere installation and configuration.

Consulting Practice Leader - February 1996 to March 1997

Leader of consulting practice with horizontal focus across vertical industries. Responsibilities included business analysis and planning, financial planning, budgeting, consultant compensation plans, job descriptions and skills matrix, recruiting, and general administration. Performed as project manager, lead technical analyst, and principal business consultant.

Accomplishments

- ❑ Created and built Document Management and Collaboration consulting practice from startup to \$1 million in revenue while self-funding the first year. Second year revenues surpassed \$2 million.
- ❑ Co-created Project Management consulting practice specializing in remediation of runaway projects for IBM Global Services. This practice was critical to successful project bids in excess of \$10 million within the first month of operation.
- ❑ Designed and managed installation of complete LAN/WAN replacement for a major Atlanta-based properties company spanning 145 remote locations. Coordinated local and vendor staff for purpose of installation/upgrading cable plant, installation of collapsed 100BaseFX duplex backbone (hubs/switches/routers), and service levels agreements.
- ❑ Engineered highly distributed Lotus Notes domain for a large commercial property firm. A total of 22 servers accommodated over 2000 users spread across 60 locations in 10 different countries.
- ❑ Masterminded application design effort and rollout of a complete business automation system for a large IBM consulting partner. System scope included but was not limited to customer information, order entry, quote generation, sales agreement generation, PO generation with interfaces to vendors, sales forecasting, sales history, consultant time tracking, and invoicing.
- ❑ Crafted and initiated deployment/rollout plan for migration from 16,000 Macintoshes to PCs across the US for a Northeast based insurance company.
- ❑ Performed as top billing consultant in TSG history.



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International Business Machines Corporation

IBM Corporation is the world's largest information technology company, with 80 years of leadership in helping businesses innovate. Drawing on resources from across IBM and key Business Partners, IBM offers a wide range of services, solutions and technologies that enable customers, large and small, to take full advantage of the new era of e-business.

Regional Technical Coordinator - January 1995 to February 1996

Managed data information systems across Southeast United States. Responsible for WAN service levels and maintenance spanning several locations. Technologies included Cisco routers, 3Com switches, and VLAN.

Senior Network Analyst - December 1993 to January 1994

Managed large divisional IS facility. Responsible for all network devices including 18 Lotus Notes servers, 15 NetWare servers, 30 print servers, and over 500 PCs. Technologies included systems management tools such as OpenView, SystemView, RMON probes and SNMP capable hubs / switches / routers / servers.

Technical Support Specialist - September 1991 to December 1993

Provide telephone support for Lotus Development, a wholly owned subsidiary of IBM. Grew position into administrator and developer of Lotus Notes based customer support and tracking application for the support call center. Responsible for the storage and analysis of support call trends.

Accomplishments

- ❑ Designed Netware distributed directory structure enterprise-wide.
- ❑ Initiated and performed upgrade to layer switching between edge devices within the divisional facility.
First use of layer switching enterprise-wide.
- ❑ Pioneered use of VLANs within the enterprise.
- ❑ Developed call center application and database.

Education

Bachelor of Science: University of Illinois, 1990

Project Management Professional certification: Project Management Institute, 1999 - 2003

Professional Associations

IEEE Computer Society

Nuclear Information Records Management Association

Civic Associations

Board of Directors, Oakhurst Neighborhood Association

Webmaster, www.OakhurstGA.org