

Competitive Sense, LLC

Financial and Business Planning	
Internal Reorganizations	<ul style="list-style-type: none"> ▪ Contributed to resource assessments and evaluations. ▪ Provided impact analysis, including financial and operational. ▪ Designed and implemented new operating models, including new organizational structure, roles and responsibilities, and protocols for how work would get done in the new structure.
Pricing Consumer Telecommunications Services	<ul style="list-style-type: none"> ▪ Created models and managed others developing models that produced accurate estimates of the timing and magnitude of the financial impact of any proposed pricing changes. The models enabled effective scenario testing and forecasts that were rolled into the monthly and financial quarterly outlooks for the company.
Software Development Resource Planning and Allocation	<ul style="list-style-type: none"> ▪ Created tools and processes needed to roll up software development resources by function, organization, and location in a geographically disparate, highly matrixed organization. ▪ Output from tools provided insights into actual allocation of resources, enabling management to reassign resources to highest priority projects. The tools also increased visibility for when the resources would become available; helping managers better forecast when new projects could start.
Project Intake and Change Management	<ul style="list-style-type: none"> ▪ Directed a small group that was asked to coordinate project intake and change management for projects across global software development organization. <ul style="list-style-type: none"> ▪ Previously, function was not coordinated across groups, creating inefficiencies in development and testing queues. ▪ Developed standard processes and reporting vehicles to ensure accuracy of data and consistency needed to minimize unnecessary and counter-productive confusion. ▪ Attempted in all cases to make processes a 'light-touch' so that operational groups could focus on delivering results and not be bogged down by overhead activities.
Product Line Profitability	<ul style="list-style-type: none"> ▪ Product-level analysis enabled evaluation of incremental and fully-loaded contributions. ▪ These standards served as inputs for business case evaluation of marketing and retention programs. ▪ Created easy-to-update models that provided consistency in methodology and accuracy in outputs over time.