

# DAVID L. BOONE, MSSM, PMP, CBAP

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## BUSINESS ARCHITECT, DATA SCIENTIST, PROGRAM MANAGER, SIX SIGMA BLACK BELT

**Senior business architect, change agent and program manager** with a track record of **maximizing business value** by identifying and implementing **revenue capture and cost reduction opportunities** through proactive leadership supported by **data science and process analytics**. 20+ years of global consulting and operations experience (including **Big-4 KPMG**) employing disciplined, proven approaches for optimizing business effectiveness while ensuring alignment and support between organizational strategy, processes and information technology while delivering mission critical business and technology solutions for clients in a wide variety of industries including banking, chemicals, CPG, electronics, government, health care, pharma, retail, technology and telecommunications. Master of Science in Systems Management (MSSM) from the University of Southern California (4.0 GPA). Multiple professional and technical certifications including **CBA, CBAP, CSM, PMP and Six Sigma Black Belt**. United States Army and Marine Corps veteran (Major / O-4).

### KEY SKILLS

- Business Analysis and Architecture
- Business Process Redesign
- Customer Experience (CX)
- Data Analytics
- Decision Sciences
- Organizational Change Management
- Program Management
- Project Portfolio Management
- Request for Proposal (RFP) Management
- Technology Evaluation and Selection

### EXPERIENCE

Senior Manager, Business Architecture (Contract) **Fresh Gravity** Oct 2017 – Present

Under contract with Fresh Gravity in support of ATCC, a global life sciences non-profit. As a core member of ATCC's Enterprise Business Process Modernization Office (EBPMO), utilized Business Process Redesign (BPR) and Lean Six Sigma techniques including Activity Based Costing, Critical Path Analysis, DMAIC, Process Mapping, and Value Engineering to drive \$2.2 million in revenue capture and cost reduction opportunities in manufacturing, supply chain, customer service, and order processing, while better leveraging internal systems (MS Dynamics AX and CRM).

Senior Business Process Consultant (Contract), Global Project Delivery Team **Verizon Enterprise Solutions** Jan 2017 – Present

Under contract as a member of Verizon Professional Services' Global Project Delivery support team, created an issue escalation process for Verizon Professional Services and designed project and portfolio governance tools using operational data from existing systems (CA Clarity PPM, Jaspersoft, Salesforce.com, SAP).

Principal Consultant and Founder **Information Sciences Inc. / Valu Consulting (VALU.CC)** Apr 2001 – Present

Performed business value creation (revenue capture and cost reduction) projects for a portfolio of clients including Fortune 500 companies (IBM, Johnson & Johnson, Kraft and Walgreens), SMBs and local, state and federal government agencies.

Program Manager. Client: **City of Richmond, Virginia**; Jan 2014 – Dec 2016

*Reduced # of call center service case types by >50%, increased customer satisfaction, decreased avg. call time.*

- Drove requirements, RFP, technology evaluation and vendor selection processes.
- Managed project team through full lifecycle using Agile approach, implemented Kana Lagan Enterprise, ESRI ArcGIS, and Oracle 11g with Open 311 and BizTalk integrations to Cityworks, EnerGov, SeeClickFix and Tyler.

Data Scientist / Lead Business Analyst. Client: **Swedish Match Group**; Apr 2010 – Dec 2013

*Identified > \$20 million in new revenue, prompting client to hire additional resources to meet new demand.*

- Created integrated view of demographic, territory and sales/market activity using BI reporting tools and SQL, enabling client to identify oversold/undersold markets, realign territories, and hire to meet unmet demand.
- Led analysis and testing workstreams for Agile redesign of trade marketing and promotion system using Microsoft .NET, SQL Server and Microsoft Dynamics AX; authored requirements, testing/training materials, and documentation; Scrum Master for Agile sprints; conducted sprint planning, led scrum meetings.

Project Manager / Business Architect. Client: **IBM Corporation**; Jun 2009 – Feb 2010

Generated > \$40 million in new revenue by enabling tiered customer support and web self-service.

- Led team consisting of CIO, SVP of Service, and members in Australia, Belgium, China, Germany, Japan and UK.
- Mapped customer lifecycle experience; created personas and use cases to allow segmentation and modeling.
- Modified supporting systems: Adobe ColdFusion, Oracle EBS/ERP, Remedy, Salesforce.com, and Vantive.
- Increased cash flow by over \$40M by pushing support request intake from call center to web-based portal.

Project Manager / Lead Business Analyst. Client: **SPSS Inc.**; Aug 2008 – Jun 2009

Implemented Aprimo Enterprise 8.0 Integrated Marketing Solution for NASDAQ-listed software company.

- Authored full set of business requirements, integration requirements, test scenarios and cases; facilitated User Acceptance Testing; developed training materials; conducted training for global user base.

Project Manager / Lead Business Analyst. Client: **Johnson & Johnson**; May 2008 – Jul 2008

Drove adoption of CRM solution by identifying and prioritizing quick-hit functionality desired by users.

- Conducted gap analysis; identified strategic alternatives, decision model and investment profiles containing costs, anticipated benefits, and return on investment (ROI); developed implementation plan and roadmap.

Program Management Office (PMO) Consultant. Client: **Kraft Foods**; Jun 2006 – Apr 2008

Defined PMO structure, responsibilities, standards, processes, deliverable templates for global ERP initiative.

- Developed and trained standard program processes, metrics, tools and document templates used for implementation of SAP ECC, including project plans, status reports, requirements, design and testing documents; implemented SAP Solution Manager and Mercury ITG (HP Project Portfolio Management).

Business Architect / Data Scientist. Client: **The Walgreen Company**; Feb 2004 – May 2006

Enabled \$40 million annual advertising cost savings; designed new department and technology solution.

- Designed a GIS-enabled marketing analytics system that optimizes \$400 million advertising spend across multiple channels and markets (saving 10%); developed structure and process flows for new department.
- Re-engineered the Direct Marketing organization, shifting focus from existing customer acquisition objectives toward balanced scorecard of customer lifecycle objectives targeting acquisition and customer retention.

Program Manager. Client: **South Florida Water Management District**; Feb 2002 – Feb 2004

- Program Manager of an enterprise CRM, ERP and asset management application for South Florida Water Management District.

Solution Architect. Client: **US Internal Revenue Service**; Apr 2001 – Feb 2002

- Architect and User Experience (UX) specialist for the implementation of PeopleSoft 8 CRM at the Internal Revenue Service (IRS).

National Director, Oracle CRM Practice; Eastern  
U.S. Regional Director, Oracle Solutions

**Answerthink, Inc.**  
**The Hackett Group**

Jun 19XX – Apr 20XX

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Started up a national service line for a NASDAQ-listed benchmarking and best practices consultancy. Thought leader and presenter on CRM and Customer Experience. Managed a \$20M Profit & Loss and grew the business by 35% to \$27M.

Demonstrated thought leadership, public speaking and "evangelism" skills as a key presenter (along with representatives of Oracle and HP) for an executive breakfast series on CRM and eBusiness conducted at various locations nationwide.

Successfully ran and grew the business: developed and managed senior level (VP/CIO) client relationships; managed master service agreements (MSA), statements of work (SOW) and change requests; attained P&L targets through a combination of existing business contributions and new business development; evaluated RFPs and made bid/no bid decisions; responded to RFPs on behalf of the company; established effective pricing and staffing levels for each client; orchestrated cross functional teams to achieve strong client results; achieved recognizable improvements in the skill level and P&L performance of the area and service line.

- As a CRM Solution Architect, designed an enterprise-wide CRM solution for the Global e-Business Unit of **Citibank**.
- As a Project Manager / Program Manager, delivered an implementation of the Oracle eBusiness Suite for **Resolution**.

Practice Manager; Eastern U.S. CRM Consulting  
Service Line Leader; Strategic Services

**Oracle Consulting (Oracle  
Strategic Services)**

Jun 19XX – Jun 19XX

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As part of Oracle Consulting's strategic services group, developed business cases for clients showing hard dollar, soft dollar and intangible benefits; managed projects, architected solutions, and ran a service line of 50 implementation consultants.

Performed key billable roles:

- Assisted **General Electric** (GE) in the estimation and design of a Sales Force Automation system. Worked with the client to determine and clarify the system requirements, and then developed a detailed Function Decomposition Diagram (FDD) and a data model of the proposed system. Used the FDD and data model, along with an Excel-based analytical model, to determine level of effort for development of the proposed system.
- Managed the analysis and design phases of a Sales Force Automation implementation, for a \$2 billion division of a major software company. Conducted requirements gathering workshops throughout the United States and Canada to determine feasibility of the proposed system. Developed a successful proposal for system implementation and managed the design of the business and technical solutions.
- Reduced invoicing costs by nearly 40% via Receivables process improvements at **Cablevision** by facilitating a three-day business redesign workshop involving company personnel from across the country and identifying several immediate, specific process improvements.
- Reduced order cycle times by 80% and identified \$15 million in revenue opportunity at **Teradyne**.
- Delivered a 200-site applications, custom development and data warehousing program for **Marubeni America** as Project Manager.

Business Process Re-Engineering Project  
Manager; CRM Solution Architect

**Computer Sciences  
Corporation**

Feb 19XX – Jun 19XX

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Under contract to CSC's Systems Engineering Division, provided CRM, BPR, project management and solution architecture services to CSC clients.

- Developed an evaluation plan to support the selection and re-engineering of core business processes at over 2,500 **United States Department of Agriculture** field sites. Devised a multi-attribute decision model which was used to rank and prioritize core business processes for re-engineering projects. This project directly implemented recommendations of the National Performance Review.
- Reengineered the USDA Rural Utilities Service's (RUS) financial information collection and reporting process, replacing an outdated manual system with a solution incorporating automated data collection, Electronic Data Interchange, automated quality control and automated desktop publishing. The redesigned process reduced costs by 59 percent and reduced end-to-end cycle time by 65 percent.
- Led the development of Windows-based, client/server reporting and Decision Support Systems implementing the reengineered business process and enabling the client to efficiently process and analyze financial and operating information submitted annually by over 2,000 public and private utility companies.
- Reengineered the RUS' loan servicing process, replacing manual reports with an online interactive loan information system. This provided all loan analysts and other decision makers throughout RUS with "on-demand" access to current loan accounting data. As a result, RUS decision makers are making more accurate decisions, reducing the agency's risk. The direct labor costs associated with the process were also reduced by 56 percent, and end-to-end cycle time was reduced by 55 percent.
- Led the development of an integrated set of financial information systems used to perform the reengineered servicing process (disbursements, billing, collections, adjustments) for \$38 billion in outstanding accounts.

Management Consultant

**Federal Systems Group,  
KPMG Consulting**

May 19XX – Feb 19XX

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Conducted independent assessments and audits, competitive intelligence operations, and process/product benchmarking to improve performance, highlight competitive strengths and mitigate competitive weaknesses of client products/solutions.

- Managed the Price/Technical Tradeoff (P/TTO) impact analysis for the \$500 million Sustaining Base Information Services (SBIS) acquisition. Supervised a team of engineers and computer scientists in performing quantitative analyses involving the use of queuing theory, utility theory, decision trees, regression analysis and other quantitative techniques. Utilized a software estimation tool to evaluate productivity claims and software development cost estimates provided by the vendors. Developed models in Microsoft Excel to evaluate proposed end user support configuration, system administration and support configuration, and utilization of fiber optics. Successfully defended the results of the analysis, avoiding post-award litigation.
- Conducted an assessment of the \$30 million Defense Transportation Payment System development effort, making key recommendations in the areas of life-cycle management, quality assurance and testing which were accepted and implemented by top management.
- Facilitated development of the Army's \$1.2 billion Reserve Component Automation System (RCAS) Independent Technical Evaluation strategy; rewrote the RCAS Test and Evaluation Master Plan.

Chief, Personnel Systems Branch, QA Directorate;  
Major (O-4), Army Corps of Engineers

**US Army Information Systems  
Engineering Command**

Jul 19XX – May 19XX

Branch Chief responsible for the planning and execution of all Quality Assurance (QA) and testing programs for enterprise personnel/HR and project/engineering management systems within the Department of the Army. Responsible for the design of independent, third-party tests and Live Test Demonstrations in support of life cycle decisions, to include development of demographic models and exercise plans based on system user populations.

Responsible for the development of technical and operational system documentation to include Test and Evaluation Master Plans, Independent Evaluation Plans and Reports, Test Design Plans/Reports and Detailed Test Plans/Reports, as well as user/operations manuals and associated policy documents.

- Team contributor representing USAISEC, working with personnel from the Army Test and Evaluation Agency, Operational Test and Evaluation Command (OPTEC), and Deputy Under Secretary of the Army for Operations Research (DUSA-OR), to contribute guidance in the development and implementation of the Carnegie Mellon University Software Engineering Institute's (SEI) Capability Maturity Model Integration (CMMI) initiative (Department of Defense was the primary sponsor of SEI and the CMMI).
- Developed and executed Automation Quality Program Plans for over 30 Army corporate-level engineering management, personnel and executive software systems; developed test plans and procedures; conducted test plan workshops and meetings; conducted Software Qualification and Software Acceptance Tests; developed test analysis reports; performed systems validation; and developed recommendations on the acceptability of system software baselines.
- Designed the methodology for conducting quality assurance and testing during the ASIMS Transition data center consolidation project involving five regional data centers and 47 military installations across the US.

## EDUCATION

**University of Southern California - Viterbi School of Engineering.** MSSM, Systems Management. GPA 4.0/4.0

**Texas A&M University System.** Bachelor of Arts (B.A.), Geography, Cartography and Military Science. GPA 3.5/4.0. Distinguished Military Graduate (DMG), George C. Marshall Award. Activities and Societies: US Marine Corps Officer Candidate School (OCS) Graduate, US Army Reserve Officer Training Corps (AROTC) Cadet, Varsity Athlete and Letterman.

**Professional Certifications:** Certified Business Analysis Professional (CBAP); Certified Business Architect (CBA); Certified Scrum Master (CSM); Project Management Professional (PMP); Six Sigma Black Belt, USC Viterbi School of Engineering; Vendor Certifications: MSFT (MCP), ORCL (OCP), PSFT, SAP, SFDC Admin., Siebel Business Analyst.

## SKILLS LIST

Acquisition Strategy, Activity Based Costing, Ada Programming Language, Adobe, Advertising, Agile / Kanban / Scrum, Analytics (Excel, MS Access, Oracle OBIEE, R, SAS, SPSS), ArcGIS, Assessments, Asset Management, Autodesk AutoCAD, Automation, Benchmarking, Black Belt, Business Analysis, BPMN, Business Analyst, Business Architecture, Business Intelligence, Business Process Redesign, Business Requirements, Call Center, CBAP, CIO, Cisco, Collaboration (Github, Google Docs, Jira, Sharepoint, Slack), Competitive Benchmarking, Computer Aided Software Engineering, Consulting, Contact Center, Content Management (Drupal, Joomla, WordPress), CRM Technologies (MS Dynamics, Oracle, Peoplesoft, Salesforce, Siebel), Customer Experience CX, Customer Relationship Management CRM, Data Science and Analytics, Database (Informatica, Oracle, SQL Server, Teradata), Decision Sciences, Documentum, Drupal, E-Government (Accela, Cityworks, EnerGov, Lagan, Tyler), eDiscovery, Enterprise Requirements Planning ERP, ERP Technologies (Dynamics AX, Oracle, Peoplesoft, QuickBooks, SAP), ERD, Extensible Markup Language XML, Geographic Information Systems GIS, GIS Technologies (Autocad, ESRI ArcGIS, Intergraph, MapInfo), Github, Government, Hypertext Markup Language HTML, IBM, IDEF, Informatica, Intergraph, Java Programming Language, Jira, Joomla, Kanban, Languages (Ada, Java, HTML, Python, SQL, XML), Macromedia Dreamweaver, Management, MapInfo, Microsoft, Microsoft .Net, Microsoft Access, Microsoft Excel, Microsoft Project, Microsoft SQL Server, Microsoft Visio, MS Project, OBIEE, Oracle, PeopleSoft, PMP, Portfolio Management, Primavera, Program and Project Mgmt., Program Management, Program Manager, Project and Portfolio Mgmt (HP PPM, MS Project, Primavera), Project Management, Project Management Office, Project Manager, PSM, Python Programming Language, Quality Assurance and Testing, Quantitative Analysis, Quick Books, R Programming Language, Recruiting, Remedy, Reporting Tools, Request for Proposals (RFP), Requirements Definition, ROI, Salesforce.com SFDC, SAP R/3, SAP Solution Manager, SAS, Scrum, Scrum Master, SharePoint, Siebel, Six Sigma, SPSS, Statistics, Structured Query Language SQL, Supply Chain Management, System Implementation, Systems Analysis, Systems Engineering, Systems Management, Technical Support, Teradata, Test and Evaluation Master Plan TEMP, Test Cases, Test Plans, Use Cases, User Acceptance Testing UAT, User Experience UX, User Stories, Vantive, Visio, WordPress