SELECT PROJECT CHALLENGES & ACHIEVEMENTS

GE Oil & Gas: Business Acquisition Technology Integration

Situation

GE Oil & Gas was going through a several year period of rapid growth, a good deal of that growth was inorganic as a result of a series of corporate acquisitions. GE brought me in to manage the ongoing consolidation and optimization of the technology infrastructure as well as the de-commissioning of legacy applications across the South Region.

Challenge

Internal political and organizational conflicts, stemming from a strong resistance to change, were preventing the retirement of many applications. In addition, the massive scope and reach of the acquisitions was causing overlooked tasks and unresolved issues that required identification and remediation.

Action & Result

- I cultivated relationships with key stakeholders across the business, serving as a liaison to bridge the divide and alleviate the political pressures brought to bear that were preventing the sun-setting of legacy applications, both within GE and from the businesses they had acquired.
- I led a deep dive into all the elements of the infrastructure consolidation across the South Region, identifying opportunities to optimize the physical data center environment – part of a program to combine 200 DCs down to 20 sites – remove old servers, and eliminate billing for resources no longer in use.
- As part of the ongoing objective to reduce the number of servers, I facilitated the upgrade of key sites to a dual redundant Gigabit WAN to support a Cloud/AWS hybrid environment, helping GE Oil & Gas move to a "Cloud-Ready" status.

SkyFiber: Start-Up to Growth Transition

Situation

SkyFiber was a telecom startup that quickly gained market appeal because of the innovative solution they developed that provided high-speed wireless broadband at a significantly lower cost to traditional services. Their problem was in being able to ramp up operations quickly enough to meet the rapid growth in product demand.

Challenge

The Board of Directors and the executive team brought me in to establish and IT architecture, technology infrastructure, messaging and application services that offered adaptability and scalability with high performance. As a fledgling organization, there were manufacturing operations and business systems in place, but they were cobbled together and fragmented in nature.

Action & Result

- I created a seamless flow of data from an array of disparate applications, enabling prototypes and products to transition from the engineering stage (schematics in Solidworks) to manufacturing, finance, accounting, and supply chain management (Master Control, SAP ERP) using Oracle Agile as the PLM database. Automation of key elements of the product lifecycle enabled us to eliminate $1M in obsolete inventories.
- Corporate messaging was disjointed, so I prepared and executed a strategy to transition to a hosted Exchange environment that ultimately reduced communications costs, CAPEX and OPEX, more than 50%.

SELECT PROJECT CHALLENGES & ACHIEVEMENTS

TeckCominco Mining: Complete Infrastructure Overhaul

Situation
With ownership interest and operational control for 13 mines and/or smelting facilities throughout Canada, the U.S., Chile, and Peru, along with their corporate headquarters in Vancouver, TeckCominco had an unstable, outdated, and totally decentralized technology infrastructure. Each site added multiple individual servers to run their applications. In addition, they added direct-attached storage whenever they needed more data capacity.

Challenge
I was tasked with creating a strategy and architecting an infrastructure solution that would allow the company to manage all of the servers, applications, and data from a central location while offering substantial cost savings.

Action & Result
- I led the design and build out of a new state-of-the-art data center facility in Calgary and managed the migration of all the servers and storage appliances at the Vancouver corporate office and the remote field sites to the new facility. In addition, I coordinated the development of a redundant DR site in Toronto.
- To optimize the capabilities of the infrastructure, I designed a virtual SAN environment that reduced the number of servers required for corporate office operations from more than 200 down to just 2 racks.
- The SAN architecture enabled high-performance levels while ensuring data integrity and offering real-time reporting and analytics of all corporate and field operations.